https://www.sworldjournal.com/index.php/swj/article/view/swj33-03-023
DOI: 10.30888/2663-5712.2025-33-03-023

УДК 338.47

DIGITAL COMPETENCES AND INNOVATIONS IN HUMAN RESOURCES DEVELOPMENT IN UKRAINE IN MODERN REALITIES

ЦИФРОВІ КОМПЕТЕНТНОСТІ ТА ІННОВАЦІЇ РОЗВИТКУ ЛЮДСЬКИХ РЕСУРСІВ УКРАЇНИ В СУЧАСНИХ РЕАЛІЯХ

Spitsyna A.E. / Спіцина А. Є.
Candidate of Pedagogical Sciences, Associate Prof.,
https://orcid.org/0000-0001-9730-6249
Professor of the Department of Economics
National Transport University,
Kyiv, M. Omelyanovicha-Pavlenko St.,1, 01010,
м. Київ, вул. М. Омеляновича-Павленка, 1, 01010
Liubarets V.V. / Любарець В.В.
d.ped.s., prof. / д.пед.н., проф.
https://orcid.org/0000-0001-8238-1289
Academy of Labour, Social Relations and Tourism,
Kyiv, Kiltseva doroha, 3-A, 03187
Академія праці, соціальних відносин і туризму,
Київ, Кільцева дорога, 3-А, 03187
Goridko N. M.,/ Горідько Н. М.,
Candidate of Technical Sciences, Associate Professor,
Department of Foreign Philology and Translation
https://orcid.org/0000-0002-9158-7163
Golova I.G,/Голова І.Г.
graduate student of the Department of Economics,
https://orcid.org/ 0000-0001-9717-7109
Nesterenko O. O./Нестеренко О.О.
graduate student of the Department of Economics,
https://orcid.org/0009-0003-4686-877X
National Transport University,
Kyiv, M. Omelyanovicha-Pavlenko St.,1, 01010,
м. Київ, вул. М. Омеляновича-Павленка, 1, 01010

Abstract. *The use of innovative human resource management strategies in the context of digital transformation has become not only a necessary requirement for enterprise development but also a key determinant of competitiveness in the current global market environment.*

Digital technologies and information systems are reshaping approaches to management practices, influencing not only the methods of data collection and analysis but also the strategies themselves for managing personnel. The implementation of digital innovations in human resource management enables enterprises to optimize processes, enhance employee productivity, attract and retain talent, and adapt to uncertainty and ever-changing market conditions.

The development of human resources amid the growing intensity of technological advancement, economic digitalization, and further globalization is of particular importance for enterprises. The increasing technological complexity of production demands the employment of more qualified personnel to ensure the effective functioning of production processes.

Keywords: *digital competence, innovation, human resources, development, processes, current realities, digitalization, technologies, economy.*

Introduction.

The process of digitalization is increasingly penetrating various spheres of human activity in the modern world. The ability to use digital technologies in professional activities is becoming essential for the majority of professions. As a result, modern globalization processes are expanding on a global scale.

Today, in the digital era, a period of rapid technological development influencing the economy, politics, education, and daily life through media, the Internet, and technology, awareness and competence in digital tools and opportunities are crucial for the modern individual. This is closely connected to personal development, education, and building a successful life trajectory.

Recent trends in digital tools and technologies relate to such modern concepts as digital citizenship, digital consumers, digital governance, e-commerce, cybersecurity, the Internet of Things (IoT), the Internet of Toys, and others. Amid these modern challenges, young people must feel confident in their digital competence and direct it toward their own development and life success [9].

Trends in recent years demonstrate growing interest among employees in gaining information that provides them with a basic level of digital technology knowledge. Digital competencies help meet this demand by equipping enterprise personnel with the necessary skills, abilities, and knowledge, thereby addressing the issue of workforce preparedness in modern society. This highlights the relevance of the chosen research topic.

In Ukraine, entrepreneurial activity under martial law faces unprecedented challenges. Military actions, infrastructure destruction, logistical constraints, loss of human resources, and decreased consumer purchasing power have significantly affected the economic activity of businesses [18].

Review of Research and Publications. The study of the current state and prospects of digital transformation in Ukraine is explored by O.S. Irtyshchev, A.V. Harahulia, and R.V. Stavtsov [8]. The feasibility of applying digital technologies in Ukrainian human resource management practices, particularly under martial law, is substantiated by I.O. Varis, O.I. Kravchuk, and Batsman [1].

At the same time, M.V. Hudz [5] notes in her work that digital competencies, alongside relevant skills and practical abilities, are key prerequisites for successful employment and receiving fair compensation.

Scholars such as R. Hurievych, A. Hurzhii, M. Zhaldak, N. Morze, and O. Spirin [22] have addressed the issue of digital competence, examining its essence and structure. According to V. Bykov, digital competence is "the knowledge, skills, and abilities in the field of information technologies and the capacity to apply them in professional activity."

Specific issues related to the impact of digital technologies on modern HR management practices, including the influence of digitalization on HR, have been analyzed by S.V. Zhernova [7], as well as in analytical reports by Deloitte, PwC, the European Commission, and the World Economic Forum [20].

The terminological confusion in academic discourse was somewhat reduced after the European Parliament and the EU Council adopted a Framework Programme on Updated Key Competences. Digital competence was defined as a complex phenomenon that characterizes an individual's ability to operate in the information society. Information and communication competence is considered a core component of digital competence [21].

Among studies devoted to human development, significant contributions were made by D. Bohynia, V. Heiets, O. Hrishnova, V. Kutsenko, I. Kalenyuk, E. Libanova [10], V. Mandebura, V. Melnyk, V. Nyzhnyk, and M. Romaniuk. However, these works provide insufficient focus on the role of innovation.

Researchers such as O.O. Hetman, A.O. Bilodid, and their colleagues argue that innovative technologies in management systems can contribute to cost reduction [3]. In the study by N.V. Vasiutkina, R.O. Samitov, and M.O. Kolisnyk, it is stated that the main innovative aspects of HR management should be considered at the stages of recruitment, selection, and onboarding [2].

Materials and Methods. This article employs a theoretical analysis of the source base related to the development of human resources and their digital competence, viewed as a process of improving productivity through continuous identification,

analysis, and adoption of best innovative business practices that have proven effective - whether in other departments, among competitors, or across different sectors.

The following methods were applied: generalization, classification, induction, analogy, analysis of relative indicators, comparative analysis, standardization method, expert evaluation method, and cause-and-effect analysis.

Main Text. The rapid development of digital technologies across all spheres of human activity - from science to manufacturing - demands a large number of educated individuals, their creative potential, and a high level of competence in various fields.

Today, the digital competence of scientists and talented professionals has become one of the key issues in science and education. Modern specialists must stay up to date with current technologies, be able to apply the latest digital tools, create an appropriate digital environment for their activities, and continuously improve their professional expertise [6].

European organizations and institutions, including the European Research Center (JRC), have announced a strategy to implement and support a range of studies and initiatives under the title *"Learning and Skills for the Digital Era"* [8]. These efforts aim to develop tools for various categories of professionals to consolidate global and European experience in mastering ICT skills for learning and work. Human competencies and qualities such as creativity, entrepreneurship, the ability to learn, digital literacy, and other 21st-century skills are becoming increasingly important for innovation, personal development, and participation in the digital society and economy.

To use digital technologies effectively, modern professionals must develop their own digital competence, which ensures access to technological platforms and the ability to conduct relevant information searches [5].

Digital competence enables professionals to quickly adapt to new and ever-changing technologies, while also transforming the way professional tasks are performed. For this reason, the development of digital competence is a continuous process throughout a specialist's career, requiring ongoing learning and adaptation to new technologies, including the use of web-based information systems.

The development of digital competence among academic and teaching staff is a systematic process aligned with the needs of a growing digital society. It involves acquiring new knowledge, improving skills and abilities, and gaining new experience in using digital technologies through targeted training, professional development, self-learning, and self-improvement [13].

Although in the digital age human resource management (HRM) has become more complex, the use of digital technologies makes HR management more convenient. For example, the Internet of Things (IoT) facilitates real-time tracking and monitoring of employees by organizations and HR departments. Through employees utilizing relevant management functions at work, organizations can obtain HR-related data such as employee needs, qualifications, productivity, physical activity, psychological state, or social status [9]. This also supports real-time HR management, enabling better control.

Digital competencies in human resources refer to the ability of employees to confidently, critically, and responsibly use digital technologies for work, learning, and participation in social life. This includes areas such as information literacy, communication, digital content creation, cybersecurity, and problem-solving in a digital environment. Developing these competencies is critically important for adapting to the modern digital world and for increasing professional effectiveness [5].

Key components of digital competence include:

- ✓ Information and data literacy (the ability to find, evaluate, organize, and create information using digital technologies);
- ✓ Communication and collaboration (effective interaction and teamwork in a digital environment);
- ✓ Digital content creation (skills for creating and editing digital content, including basic programming);
- ✓ Safety (confident and responsible use of digital technologies, including cybersecurity, digital hygiene, and understanding digital well-being);
- ✓ Problem-solving (the ability to apply digital technologies to solve problems and think critically in a digital context).

The acquisition of digital competencies is crucial for human resources in several ways:

- Increased efficiency (employees with high digital competencies use digital tools more effectively, contributing to higher productivity);
- Competitiveness in the job market (digital skills are essential for employability and career advancement);
- Adaptability to change (in a rapidly digitalizing world, digital competencies enable employees to remain flexible and responsive to new challenges);
- Innovation development (digital skills support creative potential and innovative thinking, which are vital for company growth).

Ongoing innovation processes affect nearly all industries, forcing employees to constantly update their knowledge and skills, and sometimes even change their profession entirely. This, in turn, necessitates continuous, and sometimes fundamental, retraining. Digitalization leads both to the emergence of new types of jobs and the disappearance of traditional ones. As a result, the skills required to remain competitive in the labor market are constantly evolving [3].

Innovative technologies in human resource management (HRM) involve the use of advanced digital tools and approaches to enhance management processes related to personnel within organizations. The key aspects of innovative technologies in HR include automation, data analytics, the development of artificial intelligence (AI) and machine learning, the implementation of virtual reality, and other modern technologies [12].

When discussing the core perspectives on innovative HR technologies, it is important to emphasize what they typically include. According to research in this field [2,3,4], these technologies reflect a general approach to HR processes from the standpoint of human capital and include:

1. Automation of individual management processes through the use of automated systems to handle routine tasks such as payroll processing, leave registration, recordkeeping of personnel documents, etc. This not only eliminates repetitive work but also frees up time for more strategic HR tasks.

2. Use of big data analytics to support HR decision-making, including workforce demand forecasting, identification of key talents, and evaluation of training and development program effectiveness.

3. Use of artificial intelligence (AI) to support processes such as recruitment and personnel assessment, personalized training and development, automated resume analysis, work schedule optimization, and more.

4. Use of virtual reality (VR) simulators for employee training, virtual interviews, and the creation of specialized learning environments.

The main difference in the perspectives on innovative human resource management (HRM) technologies in theoretical and practical terms lies in their focus on improving efficiency, increasing flexibility, and enhancing the adaptability of HR processes through the use of advanced technologies. While traditional HR methods are based on manual work, standard procedures, and limited analytical capabilities, innovative technologies open up new opportunities in talent management, employee engagement and retention, as well as strategic organizational development planning.

In the context of digitalization, a modern specialist must possess a range of key skills that enable them to work effectively in new technological environments and ensure their professional growth. According to the World Economic Forum's "The Future of Jobs Report" [20], which explores the impact of digital transformation on the future of work and HR practices, the following competencies are essential:

- Digital literacy – knowledge and understanding of basic digital tools and technologies, including email, social media, messengers, office software, and other digital instruments.

- Analytical skills – the ability to analyze and interpret data using analytical tools and platforms to make informed decisions.

- Communication skills – the ability to communicate effectively in digital environments, write clearly and concisely in electronic messages and documents, and use various communication channels.

- Self-organization and time management – the ability to plan work, set priorities, and use tools for scheduling and task management.

- Multitasking skills – the ability to handle multiple tasks simultaneously in an online environment, managing different projects without losing productivity.

- Creativity and innovativeness – the ability to think creatively, generate new ideas, and adapt to rapid changes and technological innovations.

- Teamwork skills – the ability to collaborate with colleagues across different locations using virtual communication tools for effective interaction and teamwork.

- Self-learning skills – the ability to independently learn new technologies and tools, and continuously update one's knowledge and skills in response to changes in the professional sphere.

These competencies enable modern employees to successfully integrate into the digital work environment, develop professionally, and effectively perform their duties within a changing technological paradigm [20].

The new reality significantly transforms the traditional understanding of management methods in modern organizations. The HR function becomes a tool of long-term organizational strategy aimed at creating conditions that foster the development and practical realization of employees' best qualities. This requires the development of the creative potential of personnel, which in turn positions HRM as a connecting element between innovation, production, creativity, and learning.

As a result, the traditional approach to HRM becomes obsolete in innovative organizations, where managing intellectual employees requires new methods [10]. Therefore, developing effective methods and approaches to HRM in innovative organizations is a highly relevant task today.

Innovation in human resource development refers to the implementation of new ideas, technologies, methods, and tools aimed at improving personnel management, developing competencies, increasing engagement, and boosting productivity. This may include digital learning platforms, personalized development programs, flexible motivation systems, and new approaches to recruitment and performance evaluation—ultimately contributing to the success of both the company and its employees.

Key Areas of Innovation in Human Resource Development:

1. Digitalization of HR Processes:

1.1. Use of Talent Management Systems (TMS) for automating recruitment, onboarding, training, and performance evaluation.

1.2. Application of Artificial Intelligence (AI) for data analysis, workforce forecasting, and personalized learning.

1.3. Implementation of digital platforms for remote employee learning and development (e-learning).

2. Personalization and Flexibility:

2.1. Development of individual career development plans tailored to the unique skills and goals of each employee.

2.2. Introduction of flexible work schedules, remote work opportunities, and hybrid models to enhance work-life balance.

2.3. Creation of personalized motivation and reward programs aligned with individual needs.

3. New Approaches to Learning and Development:

3.1. Use of microlearning, gamification, and simulations for more effective knowledge acquisition.

3.2. Development of programs focused on leadership and strategic thinking skills.

3.3. Active promotion of a culture of continuous learning and constructive feedback.

4. Culture and Employee Engagement:

4.1. Implementation of innovative approaches to corporate culture development, based on trust, openness, and collaboration.

4.2. Use of data analytics to measure employee engagement levels and proactively address negative factors.

5. Innovations in Recruitment and Onboarding:

5.1. Use of AI and analytics to optimize candidate selection and evaluate cultural fit.

5.2. Application of gamification in the recruitment process to enhance candidate engagement.

5.3. Development of digital onboarding tools to simplify the adaptation of new employees.

Digital innovations include the implementation of technologies such as Artificial Intelligence (AI), Big Data, the Internet of Things (IoT), blockchain, cloud computing, process automation, robotization, and other advanced solutions [2]. These technologies have the potential to radically transform business models, simplify operational processes, and significantly enhance the end-user experience.

Table 1 – Types of Digital Innovations in the HR Sector of Companies

Type of Digital Innovation	Description	Areas of Application
Talent Management Systems (TMS)	Tools for automating recruitment, onboarding, training, and employee development.	Using platforms to create individual development plans and evaluate performance.
Cloud HR Platforms	Technologies providing access to HR services from anywhere via the Internet.	Organizing remote access to employee databases, automating payroll calculations.
HR Analytics and Big Data	Use of large datasets to analyze employee performance and make forecasts.	Assessing the risk of key employee turnover using analytical models.
Artificial Intelligence (AI)	Algorithms capable of performing complex tasks such as resume analysis and forecasting.	Automated candidate selection based on skills and job requirements.
HR Chatbots	Software agents that answer questions from employees or candidates.	Providing information about open positions or company policies via messengers.
Virtual and Augmented Reality (VR/AR)	Technologies for interactive training or simulating work situations.	Conducting safety trainings or simulation-based onboarding.
Collaboration Platforms	Tools for organizing teamwork and information sharing.	Using platforms for project management or communication in
Mobile HR Applications	Specialized apps providing access to HR services via smartphones.	Submitting leave requests or accessing training materials through mobile devices.

Digital innovations can cover the following areas:

- Automation (using algorithms and machine learning to automate routine operations, which helps reduce costs and increase efficiency);
- Intelligent systems (development of systems based on AI and big data for more accurate real-time forecasts and decisions);
- Digital platforms (integration and centralization of all business processes into

a single platform, providing convenient management and monitoring at all stages of customer interaction);

- Technologies to improve user experience (creating innovative solutions to enhance customer interaction through mobile applications, chatbots, and personalized services).

Digital innovations are highly important for modern organizations because they contribute to:

- ❖ Improving competitiveness (using the latest digital technologies allows companies to adapt more quickly to market changes, offer new products or services that meet current demands, and thereby maintain or improve their competitive positions);
- ❖ Optimizing operational costs (digital technologies significantly reduce costs related to production, data processing, as well as management functions through automation and digitalization);
- ❖ Ensuring flexibility and adaptability (thanks to digital innovations, companies can promptly respond to changes in the external environment by adjusting their strategies and processes according to new realities);
- ❖ Expanding market reach (implementation of digital platforms and technologies enables companies to interact with customers globally, which is especially important for IT companies that can work with international clients via the internet);
- ❖ Improving interaction with personnel (digital innovations in human resource management create more effective tools for recruitment, performance evaluation, training, and employee development, leading to increased engagement and productivity) [2].

Only with proper organization of the innovation system for personnel development and consistent implementation of its supporting components can the desired results be achieved and sustainable enterprise development ensured [16].

We can state that digital HR is transforming personnel management by focusing on speed, accuracy, and convenience of processes, whereas classical HR remains

limited to traditional approaches and is less adaptive to the needs of modern business.

Table 2. Reflects the differences between classical and digital approaches to organizing activities in the HR sphere

Criterion	Classical HR	Digital HR
Process organization	Mostly manual processes using paper documents.	Automation through integrated HR platforms and software.
Focus	Focused on process standardization and administrative functions.	Employee-oriented, focusing on experience, productivity, and engagement.
Processing speed	Slow data processing due to manual entry and analysis.	Real-time, fast data processing.
Analytics	Analytics performed periodically with pre-prepared reports.	Use of interactive dashboards and analytical platforms.
Flexibility	Partial flexibility, limited by formal procedures.	Full flexibility, adaptation to mobile devices, and remote work capabilities.
Technologies	Use of basic technologies like spreadsheets.	Use of modern digital tools: AI, chatbots, mobile applications.
Personalization	Limited ability to adapt to individual employee needs.	High personalization of services for employees and interactive feedback tools.
Communication	Traditional communication via physical meetings or telephone.	Use of digital collaboration platforms and integration with social networks.
Data and security	Data stored in physical archives or basic electronic systems.	Cloud solutions with high security levels and centralized access.
Cost efficiency	High costs due to manual labor and the need for additional resources.	Cost reduction through automation and reduced paperwork.

Overall, innovations in human resource management enable the improvement of production processes and enhance the final product (goods or services).

The study established that, from the innovation perspective, human resource management has the following features:

- ✓ Changes in HR management are aimed at solving specific problems related to the enterprise's development strategy;
- ✓ It is impossible to predict in advance the outcomes these changes may lead to;
- ✓ Innovations can cause conflicts due to resistance from employees who do not accept them;
- ✓ Changes in personnel management lead to changes in the entire enterprise management system because they affect the enterprise's core component — its personnel [13].

Innovation and HR management increasingly play a crucial role in supporting the "core advantage" of competitiveness.

Thus, it is important to emphasize that the concept of innovation in HR management encompasses the introduction of new ideas, methods, technologies, and processes aimed at improving the efficiency and effectiveness of personnel management. In general, several functional directions of organizational personnel can be distinguished, depending on organizational, technological, and social variables that affect the interaction between employees, management, and other stakeholders.

For instance, the use of technological innovations enables the application of new technologies to automate HR processes (e.g., talent management systems, HR analytics, development of various platforms for electronic document management); the use of online tools for learning and development (e-learning, webinars). Organizational innovations facilitate the introduction of new management models, such as flexible structures (agile) or the creation of self-managed teams. These innovations also include the development of new approaches to recruitment and selection (use of psychological tests, competency-based interviews, etc.). Social innovations typically cover the implementation of programs that foster corporate culture development, enhance employee engagement, and increase motivation levels.

Such a diversity of management tools in the context of public administration development indicates the importance of a comprehensive approach to shaping the strategy for developing the managerial potential of Ukraine's public sector. This thesis is also expanded in the research of Melnychuk V. E. and Boyarinova K. O. in the field of digital economy, emphasizing that in conditions of continuous technological progress and the steady growth of the state's digital capacity, an effective prerequisite for the successful fulfillment of professional tasks by government officials is efficient personnel management [11].

To implement any innovations, it is necessary to cultivate an innovation mindset and culture within the organization. Research on Ukrainian companies shows that innovation-active companies are mostly large enterprises that implement both technical and organizational-managerial innovations. Typically, their HRM systems are part of

ERP systems (Enterprise Resource Planning).

Introducing personnel innovations as one-time measures is less effective and often encounters financial, organizational, and technical difficulties [3].

The most common challenges during innovation implementation are:

– From the personnel side: lack of understanding of innovation benefits, inertia and lack of initiative, insufficient qualifications or absence of performers, resistance to change, fear of layoffs due to business process optimization, lack of material incentives, etc;

– From the management side: lack of funding, absence of like-minded supporters, conservatism, authoritarianism, resistance to new ideas, misunderstanding of the role of management changes, bureaucracy, over-organization, and lack of organizational mechanisms for innovation implementation.

Thus, innovative entrepreneurship and the level of information resource assimilation are necessary foundations for the existence of a modern market economy. A key component of today's economy is innovative organizations staffed by motivated, creative specialists who can independently analyze large flows of information, rather than companies focused solely on specific products.

Conclusions.

The transition to Society 5.0 sets new requirements for training competent specialists; therefore, one of the main goals of modern higher education is to prepare professionals with developed digital competence. In other words, a modern specialist must possess digital skills and be ready to work in conditions of ongoing development of digital technologies. Accordingly, when developing digital competence, it is necessary to focus on the following components: the development of clear and generally accepted criteria and levels of digital competence formation; the formation of digital competence through practical activity; and the creation of a convenient and acceptable system for monitoring and testing the level of digital competence.

Innovations define the future of human civilization; they are the essence of modern societal development, challenging the objective reality of individual existence. This is important for the productive development of society in line with fundamentally

new socio-economic, political, and national-cultural conditions. With qualitative updates in production and the introduction of innovations, new opportunities arise for the country's development and the improvement of the population's welfare. Despite the obvious importance of implementing new innovative technologies in various production sectors, these processes are hindered by the issue of staffing, a lack of specialists with the necessary professional competencies for the development, testing, and implementation of innovative productions.

References:

1. Varis, I.O., Kravchuk, O.I., Batsman, I.S. (2023). Conceptual foundations of digitalization in personnel management. *Pryazovskyi Economic Bulletin*, Issue 4, pp. 32-41.

2. Vasyutkina, N.V., Samitov, R.O., Kolisnyk, M.O. (2023). Formation of personnel development systems in enterprises based on innovation under conditions of economic digitalization. *Sustainable Economic Development*, No. 1, pp. 31-37.

3. Hetman, O.O., Bilodid, A.O. (2017). Innovative methods of personnel development. *Global and National Economic Problems*, Issue 17, pp. 556–561.

4. Goi, V.V., Mamonov, K.A. (2024). Economic efficiency of introducing innovative technologies in the construction industry. *Effective Economy*, No. 7. DOI: http://doi.org/10.32702/2307-2105.2024.7.9

5. Hudz, M.V. (2023). Personnel development in digitalization conditions: the level of digital competence and its importance. *Problems of System Approach in Economics*, Issue 2, pp. 111-118.

6. Dashko, I.M., Mykhailichenko, L.V. (2024). Digitalization of the economy as a new reality of Ukraine today. *Economic Space*, No. 190, pp. 237-241.

7. Zhernova, Ye.V. (2023). Conceptual provisions of personnel management in enterprises under digital economy conditions. *Bulletin of Transport and Industry Economics*, No. 83, pp. 212-221.

8. Irtyshchev, O.S., Haragulia, A.V., Stavtsov, R.V. (2022). Development of digital economy and society: trends, risks, and social determinants. *Ukrainian Journal*

of Applied Economics and Technology, 4(7), pp. 193–199. DOI: https://doi.org/10.36887/2415-8453-2022-4-28

9. Kornilova, I.M., Yablonovsky, V.M. (2023). Methods of enterprise personnel training: digitalization vectors. *Business Navigator*, Issue 2, pp. 54-61.

10. Lopatynskyi, Y., Kifyak, V. (2024). Strategic human resource management: educational-methodical manual. Chernivtsi: Chernivtsi National University named after Y. Fedkovych, 216 p. ISBN 978-966-423-878-3

11. Human Development in Ukraine (2016). Innovative forms of employment and prospects for their development: monograph / ed. E.M. Libanova. Kyiv, 328 p.

12. Melnychuk, V.E., Boyarinova, K.O. (2023). Digitalization of human capital development. *Economic Bulletin of NTUU "Kyiv Polytechnic Institute"*, No. 25, pp. 21–25. DOI: https://doi.org/10.20535/2307-5651.25.2023.278414

13. Moroz, O.S. (2020). Human resources in digital economy conditions. *Pryazovskyi Economic Bulletin*, Issue 6(23), pp. 195–199. DOI: https://doi.org/10.32840/2522-4263/2020-6-35

14. Obydennova, T., Vasyliev, V. (2024). Relevance of HR processes in enterprise digitalization development. *Adaptive Management: Theory and Practice*, Series: Economics, 19(38). DOI: https://doi.org/10.33296/2707-0654-19(38)-13

15. Sazonova, S.V. (2022). Concept of innovative personnel management in telecommunications enterprises under digital economy conditions. *Problems of System Approach in Economics*, 2022, Issue 3, pp. 71-76.

16. Skibska, K.O., Konovalova, V. (2024). Digitalization of remote personnel recruitment. *Galician Economic Bulletin*, 2024, No. 1, pp. 107-114.

17. Spitsyna, A.Ye. (2023). Innovative technologies of personnel management in the transport sector in the era of digital economy. *International Scientific Journal "Internauka"*, Series: "Economic Sciences." URL: https://www.inter-nauka.com/issues/economic2023/12/9635

18. Chernikova, N.M., Voronina, V.L., Chebotaryov, K.H. (2023). Innovative approaches in HR-process management at domestic enterprises. *Transformational Economy*, No. 3 (03). DOI: https://doi.org/10.32782/2786-8141/2023-3-12

19. Chyhyrynskyi, A.M. (2024). Digitalization as a key factor in ensuring sustainable development of the Ukrainian economy in post-war modernization conditions. *Effective Economy*, No. 7.

20. Shelyuzhak, I.H., Todoriuk, S.I., Kifyak, V.I. (2020). Innovative methods of personnel development. *Business Inform*, No. 3, pp. 437–444. DOI: https://doi.org/10.32983/2222-4459-2020-3-437-444

21. The Future of Jobs Report (2022). World Economic Forum. Retrieved from https://www.weforum.org/reports/the-future-of-jobs-report-2022

22. Framework of updated key competences for lifelong learning (2018). ANNEX to the Proposal for a Council Recommendation on Key Competences for Lifelong Learning.https://ec.europa.eu/education/sites/education/files/annex-recommendationkey-competences-lifelong-learning.pdf

23. Digital competence of scientific and scientific-pedagogical workers of NAPS of Ukraine: analytical report / O.M. Spirin et al. Kyiv: 2024. 66 p.

Анотація. *Використання інноваційних стратегій управління людськими ресурсами у контексті цифрової трансформації не лише стає необхідною вимогою розвитку підприємств, але й детермінує його конкурентоспроможність в умовах глобального ринкового середовища в сучасних реаліях.*

Цифрові технології та інформаційні системи впливають на формування підходів до управлінських практик, змінюючи не лише способи збору та аналізу даних, але й впливаючи на самі стратегії управління персоналом. Впровадження цифрових інновацій в управління людськими ресурсами забезпечує підприємствам змогу оптимізувати процеси, підвищувати продуктивність працівників, залучати та утримувати таланти, а також адаптуватися до невизначеності та змінності умов ринку.

Розвиток людських ресурсів в умовах зростаючої інтенсивності технологічного розвитку, цифровізації економіки та подальшого поширення глобалізації набуває особливого значення для підприємств, оскільки збільшення технологічної складності виробництва вимагає використання більш кваліфікованого персоналу для забезпечення ефективного функціонування виробничих процесів.

Ключові слова: *цифрова компетентність, інновації, людські ресурси, розвиток, процеси, сучасні реалії, цифровізація, технології, економіка.*