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## PERSONNEL DEVELOPMENT MANAGEMENT AS A STRATEGIC TOOL FOR INCREASING THE COMPETITIVENESS OF AN ORGANISATION

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**THE STUDY AIMED** to analyse the approaches to personnel development management and its role in shaping the long-term competitive advantages of an organisation.

**THE METHODOLOGICAL BASIS OF THE STUDY** was a systematic approach, analysis of statistical data, comparative analysis and case studies of Ukrainian organisations. The study discussed three main approaches to staff development: traditional, competence-based and innovative, with practical examples of application in Ukrainian and international organisations.

**RESULTS.** The study determined that the most effective approach was a combined approach that combined elements of all three models and adapted to the specifics of the business. The analysis of Ukrainian workforce development demonstrated a decline in employment in key sectors of the economy, especially in industry (from 2.2 million people in 2020 to 1.7 million in 2023), construction (from 329 thousand to 242 thousand) and agriculture (from 576 thousand to 457 thousand), due to the war, the economic crisis and changes in the labour market. At the same time, the IT and telecommunications sectors showed steady growth, indicating a change in demand for professional skills and the need to

develop employees' digital competencies. A comparative analysis of Nova Poshta and Kyivstar demonstrated that both organisations invest in staff development through flexible work models, internal training programmes and incentive systems. Nova Poshta demonstrated dynamic growth in revenues from UAH 16,902.9 million (2020) to UAH 44,779.9 million (2024) and expansion of assets from UAH 7,300.4 million to UAH 31,466.6 million over the same period but faced a decline in net profit due to an increase in expenses from UAH 3,967.2 million (2023) to UAH 2,500.3 million (2024). At the same time, Kyivstar showed stable profitability of 11,331.5 million UAH in 2024, compared to UAH 10,542.6 million in 2023, and large-scale investments in infrastructure, which contributes to its long-term competitiveness (the organisation's assets also more than doubled from UAH 27,013.4 million to UAH 66,444.2 million). Recommendations on strategic management of personnel development were developed to introduce continuous training, adaptation to technological changes, flexible work models, increase staff motivation and implement anti-crisis support programmes for employees.

**KEYWORDS:** innovation; flexibility; professional training; integrated approach; human resources.

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## УПРАВЛІННЯ РОЗВИТКОМ ПЕРСОНАЛУ ЯК СТРАТЕГІЧНИЙ ІНСТРУМЕНТ ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ОРГАНІЗАЦІЇ

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**СТАТТЯ НАПРАВЛЕНА** на дослідження підходів до управління розвитком персоналу та його роль у формуванні довгострокових конкурентних переваг організації.

**МЕТОДОЛОГІЧНОЮ ОСНОВОЮ ДОСЛІДЖЕННЯ** стали системний підхід, аналіз статистичних даних, порівняльний аналіз та кейс-стаді українських організацій. У межах роботи розглянуто три основні підходи до розвитку персоналу: традиційний, компетентнісний та інноваційний, із практичними прикладами застосування в українських та міжнародних організаціях.

**РЕЗУЛЬТАТИ.** Встановлено, що найбільш ефективним був комбінований підхід, який поєднував елементи всіх трьох моделей та адаптувався до специфіки бізнесу. Аналіз розвитку персоналу України показав скорочення зайнятості в ключових галузях економіки, особливо в промисловості (з 2,2 млн осіб в 2020 до 1,7 млн в 2023 році), будівництві (з 329 тис. до 242 тис.) та сільському господарстві (з 576 тис. до 457 тис.), що пов'язано з війною, економічною кризою та змінами на ринку праці. Водночас, сфери інформаційних технологій та телекомунікацій продемонстрували стійке зростання, що свідчить про зміну попиту на професійні навички та необхідність розвитку цифрових компетентностей

співробітників. Порівняльний аналіз організацій Нова Пошта та Київстар показав, що обидві організації інвестують у розвиток персоналу, застосовуючи гнучкі моделі роботи, внутрішні освітні програми та системи мотивації. Нова Пошта продемонструвала динамічне зростання доходів – з 16 902,9 млн грн (2020) до 44 779,9 млн грн (2024) і розширення активів – з 7 300,4 млн грн до 31 466,6 млн грн за той самий період, проте зіткнулася зі зниженням чистого прибутку через збільшення витрат – з 3 967,2 млн грн (2023) до 2 500,3 млн грн (2024). Водночас, Київстар показав стабільність прибутковості – 11 331,5 млн грн у 2024 році, порівняно з 10 542,6 млн грн у 2023 та масштабні інвестиції в інфраструктуру, що сприяє його довгостроковій конкурентоспроможності (активи організації також зросли більш ніж удвічі – з 27 013,4 млн грн до 66 444,2 млн грн). Було розроблено рекомендації щодо стратегічного управління розвитком персоналу щодо впровадження безперервного навчання, адаптацію до технологічних змін, гнучких моделей роботи, підвищення мотивації персоналу та реалізацію антикризових програм підтримки працівників.

**КЛЮЧОВІ СЛОВА:** інноваційність; гнучкість; професійне навчання; комплексний підхід; кадровий потенціал.

**Introduction.** In the context of rapid changes in the business environment, increased competition and technological development, effective management of personnel development is becoming one of the key factors in ensuring the sustainability and success of an organisation. Globalisation, digitalisation and dynamic changes in the labour marketplace new demands on the competencies of employees, which necessitates a strategic approach to their development. At the same time, many organisations still perceive talent management as a secondary or purely operational process, focusing on current tasks rather than long-term prospects. This approach limits the ability of organisations to attract and retain talented professionals, which is a critical factor for successful operation in current environment. The main problem is that staff development is often viewed as a cost rather than an investment that can ensure sustainable business growth in the long run.

The issue of strategic management of personnel development was addressed from different points of view. J.F.A. Hanco (2022) argued that the competitiveness of an organisation depends not only on external market factors but also on internal resources, among which the level of training and development of employees plays a key role. The study noted that organisations that systematically invest in human resources gain a long-term competitive advantage by increasing productivity and the ability to quickly adapt to changes. In support of this view, O.C. Edeji (2024) substantiated the theory of human capital, highlighting that staff training costs should be considered as an investment that contributes to the growth of an organisation's financial performance in the long run. The study established a direct correlation between the level of professional development of employees and the efficiency of organisational processes.

At the same time, L.O. Kustrich (2024) analysed HR management models and emphasised the importance of personalised training programmes that consider the individual needs of employees. Following the study, one-size-fits-all approaches to staff development are less effective than adaptive methods based on the analysis of employees' competencies and career goals. The study by I.Y. Shevchenko *et al.* (2024) demonstrated that strategic staff development is an integral part of an organisation's overall business strategy. The study demonstrated that organisations that integrated professional development programmes into their corporate culture achieved higher efficiency and better staff motivation.

Á. Nicolás-Agustín *et al.* (2022) examined the transformation of the role of Human Resources Director (HRD) in organisations and argued that traditional HR departments should become strategic partners engaged not only in administration but also in long-term talent development. The study emphasised the need for new models of competence management. In turn, O.V. Tomchuk

(2023) highlighted changing trends in the labour market, emphasising that organisations should not only train employees but also create conditions for their career growth. The study argued that the lack of prospects in an organisation leads to an outflow of qualified personnel, which reduces its competitiveness.

S.O. Kubitskyi *et al.* (2024) studied the impact of digital technologies on staff development and argued that organisations that implemented online learning platforms and artificial intelligence in HR systems achieved faster adaptation of employees to new working conditions. Supporting these ideas, A.A. Davidescu *et al.* (2020) highlighted the importance of flexible strategies for managing staff development. The study proved that organisations that used blended approaches (a combination of offline and online learning, coaching, and mentoring) had higher levels of employee engagement and lower rates of staff turnover. S.K. Bagga *et al.* (2023) analysed the role of corporate culture in staff development. The study noted that organisations with an open learning culture, where employees had the opportunity to choose their professional development trajectory, demonstrated higher productivity. Lastly, A.M. Dachner *et al.* (2021) highlighted the importance of strategic leadership in shaping staff development programmes. The study proved that the support of managers is a crucial factor in implementing effective training and development strategies for employees.

In the context of the above studies, it is possible to argue that HR development management is a multidimensional process that requires an integrated approach. The combination of different methods and tools used by organisations determines their ability to innovate, adapt and grow in the modern market. It is also important to analyse the relationship between corporate culture, employee engagement and professional development, as these factors directly affect the productivity and competitiveness of organisations.

The study aimed to identify approaches to the strategic management of staff development for the effective integration of staff development into the organisation's business strategy. The objectives of the study were to investigate modern approaches to the strategic management of staff development; analyse the impact of digital technologies and innovative teaching methods on the effectiveness of staff development and identify key mechanisms for integrating strategic staff development into the organisation's overall competitive strategy.

**Materials and Methods.** A comprehensive approach to analysing the strategic management of personnel development and the impact on the competitiveness of organisations was employed. To achieve the set goals, systematic, comparative and statistical analysis was applied, which assessed the current state of staff development in Ukraine and the effectiveness of HR strategies of leading organisations. The methodological basis of the study was a systematic approach, which involves the study of personnel development as a multi-level process that depends on internal factors of the organisation

(organisational structure, corporate culture, training and motivation system) and external conditions (economic situation, market trends, technological development). This approach determined the interrelationships between the HR policy of enterprises, ability to adapt and financial performance.

A statistical approach to the analysis of employment dynamics in various sectors of the Ukrainian economy in 2020–2023, was emphasised. Data for 2024 had not yet been published at the time of the study. Quantitative indicators on the total number of employed people, changes in the structure of employment, and the impact of crisis phenomena, such as military operations, on staff development were studied. The data were obtained from official statistical sources, namely the State Statistics Service of Ukraine (n.d.). This objectively assessed trends in HR management and identified key issues. A comparative analysis of two leading Ukrainian organisations, Kyivstar (n.d.) and Nova Poshta (n.d.), was used to assess the effectiveness of HR management. The choice of these enterprises was due to their significant influence on the market, the scale of their activities and the active implementation of modern approaches to HR management. Nova Poshta is a leader in the field of logistics and express delivery, which requires effective HR management due to the high level of competition and dynamic market development. Kyivstar, as the largest mobile and internet service provider in Ukraine, demonstrates successful HR strategies aimed at retaining qualified specialists and adapting to technological changes.

The analysis covered the period of 2020–2024, which made it possible to assess the dynamics of changes in financial and human resources indicators in the context of global challenges such as the COVID-19 pandemic, economic instability and war. The results concluded about the effectiveness of the HR policy of these organisations and its impact on their competitiveness. To formulate recommendations for strategic management of personnel development, the study used an analysis that included a generalisation of the best HR management practices of international organisations and their adaptation to Ukrainian realities. Thus, the study applied a comprehensive methodology that combines the analysis of macroeconomic indicators, the study of internal HR strategies of organisations and expert assessment of staff development trends. The methods used formulated substantial conclusions about the impact of staff development on the competitiveness of organisations and developed practical recommendations for improving the efficiency of staff development management in the current environment.

**Results.** In the context of changing rapidly and markets becoming increasingly globalised and competitive, the role of managing people's development is of paramount importance. In this context, HR development is not only one of the functions of an organisation's management but also a

strategic tool that maintains and improves the competitiveness of companies. Organisations remain successful due to investment in HR management, achieving high efficiency, innovation and the ability to adapt to changes in the market. HR development management encompasses a set of measures aimed at improving the qualifications of employees, developing their professional and personal skills, and shaping the appropriate organisational culture (Smith & Gillespie, 2024). In a competitive environment, this is becoming one of the main conditions for maintaining and strengthening the organisation's position. If earlier organisations emphasise recruitment of highly qualified personnel, currently it is equally important to have a continuous process of training and development of staff, which not only maintains but also improves effectiveness at all stages of the career (Akdere & Egan, 2020).

The main goal of staff development is to ensure that employees have the necessary knowledge, skills and competencies to perform their duties effectively and adapt to changes in the business environment. Professional development, leadership skills development, and training in the latest technologies all create opportunities for employees not only to achieve high results but also to actively contribute to innovation processes in the organisation. In a competitive environment, HR development management becomes an integral part of an organisation's strategy (Sposato, 2024).

Furthermore, staff development impacts corporate culture and employee engagement. The creation of continuous professional growth conditions and fulfilment of staff potential increases motivation and loyalty to the organisation. This, in turn, reduces staff turnover, which is an important component of an organisation's stability and long-term success. In a competitive environment, staff development is also central to shaping organisational agility (Riyanto *et al.*, 2021). In a modern business environment, changes are happening rapidly, and an organisation's ability to adapt to these changes largely depends on its people's development. If an organisation does not invest in the development of its employees, it runs the risk of falling behind competitors who are actively engaged in the training of their employees and introducing the latest technologies (Katić *et al.*, 2020).

HR development management as a strategic management function can be based on different approaches, each of which has unique characteristics and is applied depending on the organisation's goals, corporate culture and the level of the competitive environment. There are three key approaches: traditional, competence-based and innovative. The traditional approach is focused on classical methods of staff development, such as training, refresher courses, internal mentoring and corporate lectures (Gabert, 2019). For instance, in Ukraine, Ukrzaliznytsia (n.d.) regularly conducts retraining courses for its employees, especially in technical specialities. This maintains staff

qualifications at the appropriate level, but at the same time has certain limitations: it focuses mainly on current professional competencies without deep consideration of future labour market trends. A global example of this approach is Toyota, which uses the traditional Japanese mentoring system “Senpai-Kohai”, when experienced employees teach newcomers (Toyota Management System, 2023). This ensures effective knowledge transfer within the organisation and ensures the stability of production processes.

The competency-based approach involves identifying the key competencies required to achieve the organisation’s strategic goals and providing personalised training for employees. In Ukraine, SoftServe actively uses this approach in its internal academy, where employees can learn the latest IT technologies, such as machine learning and cybersecurity (Softserve academy, n.d.). This approach maintains the competitiveness of the organisation by constantly developing specialists following the needs of the industry. An international example is Google, which has implemented the Project Oxygen programme. The programme is based on a competency-based approach and develops management skills of managers through individual training programmes that are tailored to the needs of each employee. Thanks to this approach, productivity and staff engagement have increased significantly (Holmer, 2023).

The innovative approach is based on the use of modern technologies such as e-learning, artificial intelligence, microlearning and big data analytics. In Ukraine, Kyivstar (n.d.) actively uses Big Data to analyse the competence needs of its employees and build personalised development programmes. The approach not only optimises staff development but also enables strategic prediction of future market needs. An international leader in the implementation of an innovative approach is Amazon, which uses AI platforms to train its employees. For instance, the Machine Learning University programme (n.d.) can be used to develop skills in the field of artificial intelligence among employees without the need to obtain a new higher education. Another example is Deloitte, which has implemented a gamified learning system called The Deloitte Academy (n.d.). The organisation uses game elements, competitions, and ratings to motivate employees to participate more actively in the learning process.

Global practice demonstrated that the most effective organisations combine different approaches to staff development. For instance, Microsoft simultaneously uses traditional lectures, personalised competence programmes and digital platforms for distance learning (Amazing Workplaces, 2024). This provides learning at any pace and development of the necessary skills based on market changes. The competitiveness of an organisation in the modern business environment largely depends on the level of its staff development. The relationship between human resource development and competitiveness is

manifested in several keyways. First, it is innovation and the ability to change. Competent and motivated employees can generate new ideas, improve processes and find non-standard solutions, which helps an organisation not only stay on par with competitors but also outperform them. Secondly, productivity and efficiency. Employees who are constantly learning and improving their skills complete tasks faster and better, which has a positive impact on overall business productivity, reduces costs, and increases profitability (Hutahayan, 2020).

Furthermore, organisations that invest in staff training build a positive reputation in the labour market (Cao & Rees, 2020). A strong employer brand attracts the best talent, which directly affects the organisation's competitive position. Flexibility and adaptability are also worth mentioning. The modern business world is highly dynamic, so organisations that quickly adapt to change gain a competitive advantage. Flexible teams capable of working in an uncertain environment are becoming critical to success. Thus, staff development is not just an internal resource of an organisation, but a key factor in its sustainability and industry leadership (Mukhuty *et al.*, 2022). Organisations that prioritise HR development management have a much better chance of long-term success. The main competitive advantage of a business lies not only in financial resources or technology but also in the people who can make these resources as efficient as possible (Adebanjo *et al.*, 2020).

The current state of HR development in Ukraine is marked by both positive trends and significant challenges that affect the competitiveness of organisations and the labour market in general. One of the main trends is the digitalisation of education and training. Many Ukrainian organisations, such as Kyivstar, Nova Poshta, and Rozetka, are implementing corporate online academies to develop competencies in a convenient format. In addition, distance learning courses and platforms such as Prometheus, Coursera, and EdEra are gaining popularity, enabling employees to acquire new knowledge on the job. Another important aspect is the development of a competency-based approach to training, where organisations invest in managing staff development in line with strategic business needs. For example, in the IT sector, large organisations such as SoftServe, EPAM, and Luxoft are actively developing training programmes and schools for future employees to compensate for the shortage of specialists in the market. Similar practices are also being implemented in the pharmaceutical and financial sectors, where specialised training is critical for professional development.

However, despite these positive developments, the Ukrainian labour market faces several challenges. Labour migration remains one of the biggest challenges, as highly skilled professionals, especially in IT, healthcare, engineering and construction, seek better working conditions abroad. This is creating a staff shortage in many industries, forcing Ukrainian businesses to seek



methods to retain talent, including increasing salaries, improving working conditions and expanding opportunities for professional growth. Another challenge is the insufficient match between educational programmes and the labour market. In Ukraine, there is still a significant gap between the theoretical knowledge provided by universities and the practical skills required by employers. This forces organisations to train graduates independently or engage in internships and mentoring programmes. At the same time, dual education, when students combine their studies with work in organisations, is growing in popularity, but this practice is not yet widespread.

The key challenge for human resources development in Ukraine is the war, which has significantly affected the labour market, working conditions and professional growth opportunities. The hostilities, destruction of infrastructure, forced displacement of employees and mobilisation of a significant part of the economically active population have created serious staffing imbalances in many industries. In addition, it is worth noting the problem of uneven distribution of staff development opportunities in different regions of the country. While large cities such as Kyiv, Lviv, Dnipro and Odesa have significant opportunities for professional development, smaller towns and cities have much more limited access to modern training programmes. This leads to an outflow of personnel to megacities or abroad. Table 1 showed the number of employed workers in the country's business entities.

*Table 1*

**Number of employed workers in business entities by type of economic activity in Ukraine in 2019–2023 thousand people**

	2020	2021	2022	2023
Total	8,931.9	8,936.1	7,502.3	7,421.8
Agriculture	576.0	576.1	488.6	456.9
Industry	2,185.0	2,167.2	1,808.5	1,689.5
Construction	329.1	349.8	261.4	241.8
Wholesale and retail trade; repair of motor vehicles and motorcycles	2,353.5	2,337.4	1,911.4	1,958.7
Transport, warehousing, postal and courier services	877.3	853.6	747.1	714.1
Temporary accommodation and catering	248.0	250.5	179.2	206.7
Information and telecommunications	383.4	437.1	423.4	428.9
Financial and insurance activities	84.4	85.5	74.8	68.2
Real estate transactions	227.0	225.4	183.4	190.7
Professional, scientific and technical activities	328.7	336.7	291.5	311.2
Administrative and support services activities	301.0	302.0	241.4	239.2
Education	41.4	42.8	37.2	46.8
Healthcare and social assistance	793.6	773.0	695.0	688.4
Arts, sports, entertainment and recreation	47.8	50.8	41.2	45.3
Provision of other services	155.7	148.3	118.3	135.3

*Source: compiled by the authors based on the (State Statistics Service of Ukraine, n.d.).*

The analysis of the table showed a significant reduction in the number of employed workers in most areas of economic activity in Ukraine, especially after the outbreak of a full-scale war in 2022. Industries requiring the physical presence of workers, such as industry, construction, and agriculture, have been most affected, which may be due to the destruction of infrastructure, occupation of territories, and migration. At the same time, sectors related to intellectual labour and remote work, such as information and telecommunications, show relative stability. Healthcare and social assistance have experienced sharp fluctuations, reflecting the crisis in healthcare services. Overall, the decline in the total number of employed workers indicates a significant reduction in the labour force, which may have a negative impact on the development of the national workforce and requires active government policies to stimulate employment and economic recovery.

Kyivstar (n.d.) and Nova Poshta (n.d.) are two large Ukrainian organisations that have demonstrated different approaches to managing HR development based on the specifics of operations. Kyivstar is the largest mobile and digital services provider in Ukraine, serving more than 24 million subscribers and is part of the international telecommunications group VEON. As of 2024, the organisation has about 3,300 employees and is actively developing a corporate culture focused on innovation, flexibility and professional development of its staff. In response to the challenges of the modern market, Kyivstar implements comprehensive training programmes covering both technical and managerial skills. One of the key development tools is an internal online platform where employees can take courses, obtain certifications and improve their professional competencies.

In addition, the organisation has introduced leadership development programmes aimed at developing strategic thinking and the ability to manage change in a highly competitive environment. For example, the Star Academy programme, which Kyivstar (n.d.) developed for middle and senior managers, provide study opportunities with leading business coaches and receive international certificates. Given the modern challenges, the organisation also invests in the development of the mental health of staff by introducing psychological support programmes, corporate stress management training, and anonymous counselling services with specialists.

On the other hand, Nova Poshta (n.d.), which is the largest logistics organisation in Ukraine, has a radically different approach to staff development, as its activities involve a significant number of operational processes that require the physical presence of employees. As of 2024, the organisation employed more than 27,500 people and had a network of more than 12,000 branches. To ensure stable operations, the organisation invests in staff training and retraining programmes. One of the key areas of its HR policy is the Nova Poshta School,

which offers comprehensive training courses for new employees and professional development opportunities for existing employees. In addition, the organisation is actively attracting young professionals by introducing internship and dual education programmes, which combine studies with employment. In 2022–2023, given the military challenges, Nova Poshta developed retraining programmes for employees who were forced to move to other regions. This maintained staff development and ensured the smooth functioning of the organisation even in difficult conditions.

Comparing the two organisations, there are significant differences in their HR strategies. Kyivstar focuses on innovative technologies, flexible working conditions and a high level of digital competence of its staff, remaining a leader in the telecommunications sector. The focus is on leadership development, corporate training and motivation through modern technological tools. At the same time, Nova Poshta has a much larger staff and focuses on the efficiency of operational processes, so its HR strategy includes rapid adaptation of staff, professional training and creation of conditions for career growth. In addition, Kyivstar uses its technological capabilities to actively implement artificial intelligence and Big Data analytics for personalised training and employee performance assessment. For instance, the performance analysis system identifies weaknesses in employees' competencies and automatically recommends appropriate training courses. At the same time, Nova Poshta emphasises the creation of teams with high interchangeability, which provides quick adaptation to changes in logistics processes and ensures the organisation's efficiency even in crises.

Responding to the war was an important factor for both organisations. Kyivstar, as a telecommunications operator, invested heavily in maintaining its mobile infrastructure, introduced additional support programmes for employees working in the war zone, and implemented social initiatives to help the military and internally displaced persons. Nova Poshta, in turn, prioritised the expansion of logistics capabilities, ensuring the delivery of humanitarian aid and supporting employees affected by the war. Table 2 showed the key aspects of the organisation's HR policies.

Thus, Kyivstar and Nova Poshta demonstrated different, but equally effective, models of staff development adapted to the specifics of their operations. Kyivstar emphasised highly skilled telecommunications professionals, using digital technologies to train and motivate staff, while Nova Poshta prioritised the effective management of large teams that ensure the smooth operation of logistics processes. Both organisations actively respond to the challenges of the modern market, therefore competitive and resilient to changes in the external environment. Tables 3 and 4 showed the key financial indicators of Kyivstar and Nova Poshta.

Table 2

**Key aspects of Kyivstar and Nova Poshta's HR policy**

Parameter	Kyivstar	Nova Poshta
Industry	Telecommunications, digital services	Logistics, delivery
Number of employees	≈3,300	≈27,500
Key areas of staff development	Digital competencies, leadership, strategic thinking	Operational efficiency, staff adaptation
Forms of study	Online, corporate training, distance learning	Nova Poshta School, internships, internal courses
Flexibility of work	Remote/hybrid work (50% of employees)	In-person employment due to the specific nature of logistics processes
Technological innovations	Big Data, AI for personalised learning	Logistics automation, process optimisation
Social support	Psychological assistance programmes, corporate initiatives	Relocation of employees to safe regions, social support
Reaction to war	Support for mobile infrastructure and social initiatives	Ensuring humanitarian delivery, assistance to employees
Career development opportunities	Leadership development programmes, internal rotations	Career development through in-house training

Source: compiled by the authors based on (Kyivstar, n.d.; Nova Poshta, n.d.).

Table 3

**Key financial indicators of Kyivstar for 2020–2024, million UAH**

	2020	2021	2022	2023	2024
Income	25,001.2	28,559.1	30,901	33,165	36,639.3
Net profit	10,369.9	11,431.8	9,516.5	10,542.6	11,331.5
Assets	27,013.4	29,794.2	40,375.6	50,396.2	66,444.2
Liabilities	15,583.5	6,490.6	10,368.6	9,521.6	12,703.6
Number of employees	-	3,804	3,659	3,261	3,296

Source: compiled by the authors based on (Kyivstar, n.d.)

Table 4

**Key financial indicators of Nova Poshta for 2020-2024, million UAH**

	2020	2021	2022	2023	2024
Income	16,902.9	20,843.5	23,687	36,468.9	44,779.9
Net profit	991.3	2,600.3	2,136	3,967.2	2,500.3
Assets	7,300.4	13,508.8	15,754.9	23,101.7	31,466.6
Liabilities	5,113.5	5,117.4	5,451.2	8,256.4	10,747.8
Number of employees	-	29,790	27,819	26,327	27,509

Source: compiled by the authors based on (Nova Poshta, n.d.)

Kyivstar's financial performance has demonstrated steady revenue growth, reflecting its effective business strategy, demand for telecommunications services and ability to adapt to challenges, including the war. The number of employees is gradually decreasing from 3,804 in 2021 to 3,296 in 2024, possibly

as a result of digitalisation, automation and optimisation of operating costs. Overall, Kyivstar has demonstrated financial strength, is actively developing its technology base and continues to invest in infrastructure, which is a key factor in its competitiveness. The analysis of Nova Poshta's financial performance also showed dynamic business growth, which indicates effective management, demand for logistics services and adaptation to challenges, including the war. The maximum number of employees was recorded in 2021 (29.8 thousand), after which there is a downward trend, which is possibly determined by the automation, process optimisation and the impact of the war. This has highlighted the importance of strategic HR management, which ensure flexibility and competitiveness even in times of crisis.

To achieve high performance, an organisation should implement a comprehensive approach that includes several recommendations. The first important aspect is to create a culture of continuous learning. Organisations should invest in modern educational platforms, integrating digital technologies such as e-learning, microlearning, and artificial intelligence for personalised learning programmes. For example, Kyivstar successfully uses a corporate university that offers courses in digital technologies, strategic thinking, and leadership, ensuring the development of key competencies among employees.

The second critical area is to adapt the HR strategy to market challenges and technological changes. This means implementing a talent management system, analysing competence needs and developing individual career development plans. For instance, Nova Poshta actively uses internal training programmes to train operators to branch managers through gradual training and practical experience. Another important step is the development of flexible working models. Modern organisations should provide remote or hybrid working options wherever possible, which increases staff motivation and efficiency. It is also necessary to implement flexible HR management systems that provide adaptation to changes, as Kyivstar did by transferring some employees to remote work during the crisis.

Equally important is the development of anti-crisis programmes to support staff. In times of war and economic instability, organisations should implement strategies to protect employees, relocate staff to safe regions, and provide psychological support and financial assistance. For example, many Ukrainian organisations have implemented initiatives to help employees in crises, which has strengthened their loyalty and increased business stability. Thus, strategic HR management requires a comprehensive approach that includes continuous training, adaptation to technological changes, flexible work models, effective motivational programmes and support measures for staff in times of crisis. Organisations that implement these principles not only improve business

performance but also create a sustainable organisational culture that ensures long-term development and competitive advantage.

**Discussion.** The study confirmed that strategic management of personnel development directly affects the financial performance of organisations. Businesses that invest in the training, development and motivation of employees demonstrate stable growth in revenues and net profit even in times of economic instability. At the same time, effective HR development management helps to optimise costs, increase labour productivity and reduce staff turnover. N.M. Zayed *et al.* (2022) analysed the relationship between the level of staff qualifications and the financial stability of enterprises in the industrial sector. The findings confirmed that organisations that invest in employee training demonstrated higher profitability and resilience to economic crises. This correlated with the data obtained, which also confirms the positive impact of strategic workforce development on financial performance. At the same time, the study noted that this effect becomes noticeable only in the long term, while the current study found a positive impact of HR policy even in the short term.

The results of the analysis demonstrated that companies that implement flexible HR strategies in a timely manner are able to overcome crisis periods more easily and adapt to changes in the external environment faster. The pandemic, economic instability, and war have forced organisations to review HR policies, introduce remote employment and training formats, and strengthen staff support measures. Psychological support for employees has become particularly important, as the unstable situation in the country has a significant impact on motivation and productivity. M.R. Azizi *et al.* (2021) investigated how organisations have adapted their HR strategies during the economic crisis and pandemic. The authors found that most companies reduced training costs and laid off staff during periods of instability, which led to a loss of competitiveness in the post-crisis period. L. Manroop *et al.* (2025), in turn, noted that organisations that reduced staff costs, after the economic situation stabilised, were forced to spend additional resources on finding new employees and their adaptation, which only delayed the return to pre-war or pre-pandemic rates of development. The results of the current study showed that some organisations were able to adapt while maintaining investments in employee development, which accelerated recovery. The difference can be explained by the difference in the sample: the authors' study was dominated by small and medium-sized enterprises, while the current analysis looked at large organisations with greater financial flexibility.

One of the most notable trends in the development of organisations has been the gradual reduction in the number of employees, which is partly due to the automation and digitalisation of processes. Many businesses are changing their approaches to managing staff development by implementing technological

solutions that reduce their dependence on human labour. This does not always mean job losses, but rather the redistribution of functions and the creation of new professions related to the use of modern technologies. For instance, the automation of logistics processes reduces the need for traditional operators, but at the same time, there is a growing demand for digital control system specialists. B. Dou *et al.* (2023) analysed the impact of digital transformation on the labour market in large corporations and concluded that automation is leading to massive layoffs, especially among low-skilled workers. The authors argued that organisations do not pay enough attention to managing staff development, which leads to social tensions. The presented study determined that while Ukrainian organisations are also experiencing downsizing, HR management is actively implemented, which mitigates the negative effects of automation.

Organisations that demonstrated high growth rates have been actively using modern technologies in HR management. There is the introduction of online learning platforms, the use of artificial intelligence for a personalised approach to staff development, and the use of analytical tools to assess employee performance. Such innovations not only reduce training costs but also make it more efficient and adapted to the needs of the market and the specifics of a particular organisation. Distance learning, microlearning, gamification, virtual reality (VR) and augmented reality (AR) technologies have already become commonplace for many businesses. S. Kirilenko (2024) found that the integration of technologies such as AI, big data, and the Internet of Things significantly strengthened business adaptability and strategic success in the digital economy. O. Kolade & A. Owoseni (2022) also focused on the impact of digitalisation on employee training and education. The authors found that organisations that implement innovative learning methods such as gamification, artificial intelligence, and microlearning have higher productivity and lower employee turnover. D.C. Kozanoglu & B. Abedin (2021) also found that businesses that actively use digital platforms demonstrate better HR performance. The difference in conclusions with the current study was that the authors considered international organisations where the level of digital adoption is higher, while in Ukrainian realities such approaches have not yet become widespread.

Research has shown that organisations with a high level of staff motivation have lower staff turnover and demonstrate better results in the long term. Effective organisations build a strong corporate culture based on values, involving employees in decision-making and creating favourable conditions for professional development. E. Al-bawaia *et al.* (2021) investigated how corporate culture affects employee motivation and productivity. The findings showed that a strong corporate culture contributes to increased employee engagement and reduced employee turnover. The presented findings also confirmed the

statement: that organisations that actively shape corporate culture have a more stable workforce. However, the study emphasised that corporate culture plays a key role in employee engagement, while the presented study addressed training programmes and digital strategies.

Automation of business processes is changing the requirements for employee competencies, forcing organisations to adapt their approaches to recruitment and development. Organisations prioritise staff training for a digital transformation environment. This means not only the introduction of the latest technologies but also the development of flexible skills, such as critical thinking, adaptability, creativity and communication. P. Aghion *et al.* (2022) studied the impact of automation on job losses and labour efficiency. The study concluded that automation leads to a significant reduction in the number of employees, especially in traditional industries such as manufacturing and logistics. In contrast, the current study found that automation does not necessarily mean layoffs, but rather manage workforce development and change functions.

HR development management cannot be seen as a secondary process. It is one of the key factors in the long-term success of organisations. Organisations that systematically invest in their employees not only have a stable workforce but also a competitive advantage in a dynamic market environment. Investments in training, leadership development, corporate culture and motivational programmes determine the organisation's resilience to crises and its ability to maintain a leading position in the market. K. Agustian *et al.* (2023) analysed organisations and concluded that the long-term competitiveness of organisations is determined by the ability to invest in people. G. Anwar & N.N. Abdullah (2021) also noted that businesses that prioritise human resource management achieve higher long-run results in contrast to those that emphasise technology or financial strategies. The present study confirmed this conclusion: organisations that did not neglect staff development, even in difficult conditions, were able to adapt to changes more quickly and maintain their competitive position.

Thus, strategic management of personnel development is not only a tool for improving the efficiency of organisations but also an important factor in their competitiveness. Organisations that follow an integrated approach to staff development have a higher chance of success even in difficult economic conditions. The studies underlined the importance of a strategic approach to managing HR development, but the emphasis may differ depending on the industry, economic situation and the level of digitalisation of organisations.

**Conclusions.** The study confirmed that HR development management is a key factor in the competitiveness of modern enterprises. A strategic approach to HR management not only increases the efficiency of organisations but also ensures adaptation to changing market conditions, economic crises and external challenges. One of the key success factors is the use of digital technologies in



staff training and development. Organisations that have integrated online courses, gamification, and personalised learning using artificial intelligence have demonstrated greater efficiency in developing the necessary competencies. The use of innovative HR strategies provides faster adaptation of staff to new market requirements, which is critical for maintaining competitive positions. The study also determined that corporate culture and motivation systems have a direct impact on employee engagement. Organisations that have created a comfortable working environment, and implemented social support and career development programmes have more loyal and productive employees. Flexible working conditions are also an important aspect, maintaining the team's performance even in difficult economic situations. The impact of the war on the development of staff in Ukrainian organisations has been significant. Some businesses have suffered staff losses due to mobilisation, migration and reduced production volumes. At the same time, successful organisations were able to adapt their HR strategies by introducing remote work formats, psychological support and staff development programmes.

The results of the analysis showed a significant decrease in the number of employed workers from 8.9 million in 2020 to 7.4 million in 2023. The largest decrease was observed in areas where the physical presence of personnel is critical, such as industry (from 2.2 million to 1.7 million), construction (from 329 thousand to 242 thousand) and agriculture (from 576 thousand to 457 thousand), which is likely due to damage to infrastructure, loss of control over certain territories and large-scale labour migration. An analysis of Kyivstar and Nova Poshta showed that investing in the professional development of employees directly affects financial results. Thus, in 2024, Kyivstar's revenue amounted to UAH 36,639.3 million and Nova Poshta's to UAH 44,779.9 million, which showed a significant increase compared to previous years. At the same time, Kyivstar was able to maintain high profitability, generating a net profit of UAH 11,331.5 million, while Nova Poshta's net profit was UAH 2,500.3 million, reflecting significant expenditures on operations and infrastructure expansion. One of the key success factors of both organisations was the use of modern methods of training and development of staff. Kyivstar actively implemented digital platforms for employee training and developed leadership and professional development programmes. This maintained a high level of employee competence despite a reduction in staff from 3,804 in 2021 to 3,296 in 2024. Nova Poshta, on the other hand, showed a tendency to stabilise its headcount after a decline in 2023. In 2024, the organisation had 27,509 employees, which is evidence of an effective HR strategy and the attraction of new professionals despite the challenges of wartime.

Overall, the study confirmed that strategic HR management is an important tool for ensuring the sustainability and growth of organisations. Businesses that

have a systematic approach to HR management receive not only financial benefits but also competitive advantages that ensure efficient operation even in difficult conditions. Further research could include expanding the sample of organisations, as well as an in-depth analysis of the impact of specific HR strategies on long-term competitiveness.

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