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Conceptual Foundation for Formulating a Strategy to Develop Effective Personnel Management in Transport Sector Enterprises

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ABSTRACT

This article examines the theoretical foundations for formulating a development strategy for effective human resource management in transport sector enterprises, against the backdrop of contemporary socio-economic transformations, the digitalization of business processes and increasing demands on corporate competitiveness. It is argued that human capital is one of the key strategic resources of transport enterprises, and that the effectiveness of human resource management largely determines their ability to adapt, innovate and ensure sustainable operations. The study summarizes academic approaches to the interpretation of the concepts of 'strategy', 'development', 'motivation' and 'effectiveness of human resource management', and analyses the evolution of human resource management concepts from traditional models of personnel administration to modern, strategically oriented approaches. Classical, integrated and modern approaches to formulating a personnel development strategy have been systematized, and their distinctive features, advantages and potential applications in transport sector enterprises have been identified. Based on a critical analysis of academic sources, the author has formulated a vision of the essence of a strategy for the development of effective human resource management, which is founded on the integration of the organization's strategic objectives, the development of human capital, the improvement of the motivation system, the professional development of employees, the digital transformation of HR processes, and the assurance of continuous improvement in staff performance. The proposed approach enables a comprehensive consideration of the human resource management process as a key factor in ensuring the long-term competitiveness and sustainable development of transport enterprises.



KEYWORDS

development strategy, human resources management, effectiveness of human resources management, staff development, staff motivation, human capital, strategic management, transport companies, the transport sector, digital transformation.



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СОЦІАЛЬНИЙ РОЗВИТОК: економіко-правові проблеми

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Концептуальні засади формування стратегії розвитку ефективного управління персоналом підприємств транспортної галузі

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СТАТТЯ

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Статтю присвячено дослідженню теоретичних засад формування стратегії розвитку ефективного управління персоналом підприємств транспортної галузі в умовах сучасних соціально-економічних трансформацій, цифровізації бізнес-процесів та зростання вимог до конкурентоспроможності підприємств. Обґрунтовано, що людський капітал є одним із ключових стратегічних ресурсів транспортних підприємств, а ефективність управління персоналом значною мірою визначає їх здатність до адаптації, інноваційного розвитку та забезпечення сталого функціонування. У процесі дослідження здійснено узагальнення наукових підходів до трактування понять «стратегія», «розвиток», «мотивація» та «ефективність управління персоналом», а також проаналізовано еволюцію концепцій управління персоналом від традиційних моделей кадрового адміністрування до сучасних стратегічно орієнтованих підходів. Систематизовано класичні, інтегровані та сучасні підходи до формування стратегії розвитку персоналу, визначено їхні характерні особливості, переваги та можливості застосування на підприємствах транспортної галузі. На основі критичного аналізу наукових джерел сформовано авторське бачення сутності стратегії розвитку ефективного управління персоналом, яке ґрунтується на інтеграції стратегічних цілей підприємства, розвитку людського капіталу, удосконаленні системи мотивації, професійному розвитку працівників, цифровій трансформації кадрових процесів та забезпеченні безперервного підвищення результативності діяльності персоналу. Запропонований підхід дозволяє комплексно розглядати процес управління персоналом як важливий чинник забезпечення довгострокової конкурентоспроможності та стійкого розвитку транспортних підприємств.



КЛЮЧОВІ СЛОВА

стратегія розвитку, управління персоналом, ефективність управління персоналом, розвиток персоналу, мотивація персоналу, людський капітал, стратегічне управління, транспортні підприємства, транспортна галузь, цифрова трансформація.

1. Introduction

The current conditions of operation of transport enterprises are characterized by a high level of dynamism, increased competition, digitalization of business processes, increasing requirements for the quality of services and safety of transportation. The previous section revealed the essence, features and modern trends of personnel management, which made it possible to identify the key challenges faced by enterprises in the industry. At the same time, the effectiveness of the implementation of personnel policy largely depends on the presence of a holistic and scientifically sound strategy for motivating and developing personnel, capable of ensuring not only the stable functioning of the organization, but also its long-term competitiveness. In the modern economy, human capital is one of the key strategic resources of the enterprise. For the transport industry, this is of particular importance, since the quality of personnel work directly affects the efficiency of logistics processes, the level of service, transportation safety and the reputation of the company. That is why the issue of forming an effective system of motivation and development of employees requires a comprehensive approach that combines classical theoretical concepts of personnel management with modern methods of analysis, forecasting and strategic planning.

2. Literature Review

Theoretical approaches to staff motivation are based on the works of classical and modern scientists who studied the nature of work behavior, factors stimulating work and mechanisms for increasing productivity. At the same time, in modern conditions, approaches to motivation are being transformed: from the dominance of material incentives to complex models that take into account intangible factors, individual needs of employees, organizational culture, flexibility of working conditions and opportunities for professional development. The personalization of motivational tools and the use of digital technologies in HR management are of particular importance. Methodological approaches to the formation of a strategy for motivation and staff development involve the use of systemic, process and strategic approaches, as well as HR analytics tools, forecasting personnel needs, assessing effectiveness and managing competencies. An important role is played by the integration of the motivational strategy with the general strategy of the enterprise, which ensures the consistency of the goals of the organization and the individual goals of employees. In addition, in the transport industry, it is necessary to take into account specific working conditions, a high level of staff responsibility, the need for continuous training and compliance with safety standards. The study of theoretical and methodological approaches to the formation of a strategy for motivation and personnel development is due to the need to adapt transport enterprises to modern challenges and ensure their sustainable development. It is also worth noting that modern human resource management practice involves the use of a wide range of tools and methods for analyzing and justifying management decisions. In particular, the most common include: forecasting, scenario analysis, decision tree (expert assessments), cluster analysis, ranking system matrix, SWOT analysis, comparison method and economic and mathematical modeling. Each of these methods has its own scope, advantages and limitations, and their integrated use allows you to increase the validity of strategic decisions in the field of motivation and personnel development.

At the same time, among the above diversity, a special place is occupied by forecasting methods, scenario analysis, decision tree methods (expert assessments), cluster analysis methods, rank system matrix, comparison methods and economic and mathematical modeling methods, since they provide the opportunity for rapid, high-quality formation of a long-term HR management strategy, because they allow not only to respond to existing trends, but also to proactively form the HR policy of the enterprise.

Classical approaches were mainly formed within the framework of traditional management theory and are aimed at ensuring stability, structuring, planning, control and achieving organizational goals. They are characterized by the formalization of processes, orientation on the efficiency of the enterprise, systematic management and the use of standardized methods for assessing personnel performance.

Integrated (transitional) approaches were formed based on classical management concepts, but in modern conditions have gained wider practical application due to their orientation on flexibility, effectiveness and consideration of behavioral aspects of HR management. They combine traditional

planning, control and evaluation tools with modern requirements for HR strategy adaptability, measuring the effectiveness of motivational measures and increasing employee engagement. They are characterized by rapid response to changes, linking rewards to performance, identifying staff motivations and forming an effective system of material and non-material motivation.

Modern approaches have emerged under the influence of the digitalization of the economy, the transformation of the labor market, the development of the concept of human capital and the strengthening of the role of individual needs of employees. They are focused on flexibility, personalization of motivation, development of competencies, social interaction, continuous learning and the use of digital technologies in HR management. It is appropriate to include the systemic and strategic approaches to the classical approaches, since they were formed within the framework of traditional management concepts and are primarily focused on ensuring stability, structure and efficiency of personnel management. The systemic approach belongs to the classical ones because it considers personnel management as a holistic interconnected system, where all HR processes must be coordinated with each other. The strategic approach belongs to the classical ones, since it is based on the principles of long-term planning and ensuring compliance of personnel policy with the strategic goals of the enterprise.

Integrated (transitional) approaches include adaptive, performance (KPI) and behavioral approaches, since they were formed on the basis of traditional concepts of strategic, performance and behavioral management, but are actively used in modern HR management. They are focused primarily on ensuring flexibility in personnel management, assessing the effectiveness of motivation and development, rapid response to changes in the external and internal environment, as well as taking into account the motives and work behavior of employees.

The adaptive approach is appropriate to include integrated (transitional) approaches because of its origin from the concepts of strategic and anti-crisis management, aimed at maintaining the stability of the enterprise in conditions of change (but it is also widely used in modern management). The performance (KPI) approach is integrated (transitional) because it is focused on control, assessment of work results and achievement of certain performance indicators. The behavioral approach also belongs to the classical ones, as it was formed within the behavioral school of management and focuses on studying the motivation, needs and work behavior of employees.

Modern approaches include socially-oriented, process, competency-based, individualized and innovative (digital) approaches, as they were formed under the influence of the digitalization of the economy, the development of the concept of human capital and increased attention to the needs of the employee. The socially-oriented approach belongs to the modern ones because it is aimed at increasing the loyalty, involvement and social well-being of personnel. The process approach belongs to the modern ones because it is focused on the continuous improvement of HR processes and personnel management as a system of interconnected business processes. The competency-based approach is modern because it focuses on the development of professional and behavioral competencies of employees in accordance with the requirements of the dynamic labor market.

The individualized approach is modern, as it involves personalizing motivation, training, and professional development depending on the needs and potential of a particular employee. The innovative (digital) approach is modern due to the use of HR analytics, Big Data, digital platforms and automation of HR processes to improve the efficiency of personnel management. Personnel management in the transport sector is complex, systemic and strategically oriented, as it combines organizational, social, economic and digital aspects of human resource management. Summing up, it can be noted that the basic characteristics of personnel management in transport enterprises are purposefulness, systematicity and strategic orientation of activities.

Accordingly, the formation of a strategy for motivating and developing personnel is not an isolated process, but is integrated into the overall system of strategic management of the enterprise. Purposefulness involves the orientation of the HR strategy to achieve specific results of the enterprise's activities, in particular ensuring the stability of transport processes, increasing labor productivity and competitiveness. Systematicity consists in the interconnection of all HR processes - selection, training, motivation, assessment and development of personnel. Strategic orientation determines the long-term nature of personnel policy and the need to forecast future personnel needs in accordance with changes in the transport services market.

The implementation of the personnel motivation and development strategy is aimed primarily at staff formation, their professional development, motivation and effective use of labor potential. This indicates a gradual transition from traditional personnel administration to the concept of human capital management, where personnel is considered a key strategic resource of the enterprise. Personnel formation ensures the creation of the necessary personnel potential through the selection of employees with appropriate competencies and professional characteristics. Personnel development involves continuous training, advanced training, development of competencies and professional growth of employees. Personnel motivation includes material and non-material incentives aimed at increasing involvement, loyalty and labor productivity. Effective use of personnel ensures the optimization of labor resources, rational distribution of functions and increased efficiency of the enterprise.

Motivation is one of the key factors in personnel development, since it is it that forms the interest of employees in professional growth, training, improvement of qualifications and self-realization.

A. Kolot defines development as a continuous process of changes, accompanied by the accumulation of new properties, competencies and capabilities of a system or individual [1]. O. Grishnova considers development as a process of improving the quantitative and qualitative characteristics of the system, which ensures its increased efficiency and adaptation to environmental changes [2]. N. Yesinova defines development (of personnel) as the acquisition by an employee of new skills and abilities in the process of work [3].

In view of the above, it is advisable to define development as a continuous process of quantitative and qualitative changes aimed at improving the system (employee), increasing its efficiency, adaptability and ability to function in a dynamic environment.

A. Kolot considers motivation as a set of internal and external driving forces that encourage a person to work, determine his behavior, direction, intensity and effectiveness of work. The author emphasizes the relationship of motivation with the needs, interests and values of employees [1]. Work motivation is defined as the process of conscious choice by an employee of a certain type of behavior under the influence of internal motives and external stimuli in order to satisfy personal needs and achieve the goals of the organization. The authors emphasize that motivation is the basis for the effective use of labor potential [2]. N. Yesinova interprets motivation as a system of internal and external factors that encourage an employee to work and determine the level of his labor activity, labor productivity and interest in the results of work. The author emphasizes the role of motivation in ensuring labor efficiency and social and labor relations [3].

T. Obidennova and A. Leshchenko define personnel motivation as a set of economic, social, psychological and organizational measures aimed at activating the professional development of employees, increasing their involvement and efficiency of activities [4]. L. Rod and I. Shvetz consider motivation as the process of creating conditions under which employees are interested in professional development, improving their qualifications and achieving the strategic goals of the enterprise. The authors emphasize the relationship between motivation, training and professional growth of personnel [5]. I. Cherevan, Yu. Kovalenko and S. Golets define personnel motivation as a system of material and non-material incentives that form the interest of employees in achieving the goals of the enterprise, support their labor activity and adaptability in conditions of crisis changes and martial law [6].

S. Vicki and R. Noe consider motivation as an employee's internal willingness to participate in professional training and development, which is formed under the influence of career expectations, organizational support and personal interest in professional growth [7]. S. Hosen et al. define motivation as an important factor in professional development, organizational commitment and increased work performance, which ensures the active participation of employees in training, development of competencies and achievement of high-performance indicators of the enterprise [7].

An effective motivation system activates the work activity of employees, stimulates the development of their competencies, increases the level of involvement and readiness for change. In turn, professional development contributes to the growth of labor potential, labor productivity and competitiveness of personnel. Thus, motivation and personnel development are interrelated processes, where motivation acts as a driving force for the professional improvement of employees and the formation of effective personnel management.

In the scientific literature, the concept of "human resource efficiency" is interpreted from different positions – as an economic result of the use of labor resources, an indicator of the effectiveness of HR processes, a tool for ensuring the competitiveness of the enterprise or a mechanism for achieving the

strategic goals of the organization. Generalization of scientific approaches makes it possible to single out several main modifications of this concept.

G. Dessel defines the effectiveness of human resource management as the ability of the HR system to provide the enterprise with employees of the necessary qualifications and create conditions for achieving high work results. This approach emphasizes the effectiveness of personnel policy and employee productivity [8].

M. Armstrong interprets the effectiveness of human resource management as the level of achievement of organizational goals through the effective use of human capital, professional development of employees and the formation of their involvement in the activities of the organization. The author emphasizes the strategic nature of HR efficiency and its impact on the competitiveness of the enterprise [9].

Ukrainian researcher L. Balabanova considers the effectiveness of personnel management as a set of economic, social and organizational results of the HR system, which ensure increased labor productivity, staff stability and personnel development in accordance with the needs of the enterprise [10]. O. Grishnova defines the effectiveness of personnel management as the degree of realization of the labor potential of employees, which is manifested in increased labor productivity, professional development of personnel and ensuring the socio-economic effectiveness of the enterprise. The author pays special attention to human capital as the basis of HR effectiveness [2].

According to A. Kolot, the effectiveness of personnel management is a comprehensive characteristic of the effectiveness of personnel policy, which includes the level of motivation, professional development, staff involvement and the effectiveness of the use of labor resources. The author emphasizes the relationship between HR effectiveness and the strategic development of the enterprise [1; 2].

D. Ulrich considers the effectiveness of personnel management as the ability of the HR service to create strategic value for the organization through talent development, support for organizational changes and the formation of competitive advantages of the enterprise. In this approach, the HR function acts as a strategic business partner [11].

In modern research, HRM effectiveness is also interpreted as a human-centric and digitally oriented human capital management system based on HR analytics, KPIs, digital technologies and ensuring increased productivity, engagement, adaptability and innovative activity of employees. This approach is characteristic of the Human Capital Management (HCM) concept [12].

Therefore, most scientific approaches agree that HRM effectiveness is a comprehensive characteristic of the effectiveness of human capital use, which is determined by the level of labor productivity, professional development, motivation, engagement and ability of personnel to ensure the achievement of the strategic goals of the enterprise.

3. Problem Statement

Despite the significant number of studies devoted to motivation, development and personnel management, the issue of comprehensive formation of a strategy for the development of effective personnel management of transport enterprises, taking into account modern operating conditions, requires further theoretical substantiation. The purpose of the article is to generalize scientific approaches to the interpretation of the concepts of “strategy”, “development”, “motivation” and “effectiveness of personnel management”, to systematize modern approaches to the formation of a strategy for motivation and personnel development and to develop an author’s definition of the concept of “strategy for the development of effective personnel management”.

4. Methods and Materials

The study used systemic, strategic, process and competency approaches. To achieve the goal, the methods of analysis and generalization of scientific sources, comparison, systematization, forecasting, scenario analysis, expert assessments, SWOT analysis and economic and mathematical modeling were used. The information base of the study was the works of Ukrainian and foreign scientists on the problems of personnel management, motivation and human capital development.

5. Results and Discussion

Based on the analysis of scientific approaches to the interpretation of the concepts of “strategy”, “development”, “efficiency” and “personnel management”, we can conclude that they are closely interconnected in the process of forming a modern HR strategy of the enterprise. Generalization of the key characteristics of the studied categories allows us to form a comprehensive vision of the essence of the strategy for the development of effective personnel management as an integrated system aimed at ensuring the professional development of employees, increasing the effectiveness of their activities and achieving the strategic goals of the enterprise. The systematization of these approaches and the author’s interpretation of the concept of the strategy for the development of effective personnel management are shown in Figure 1.

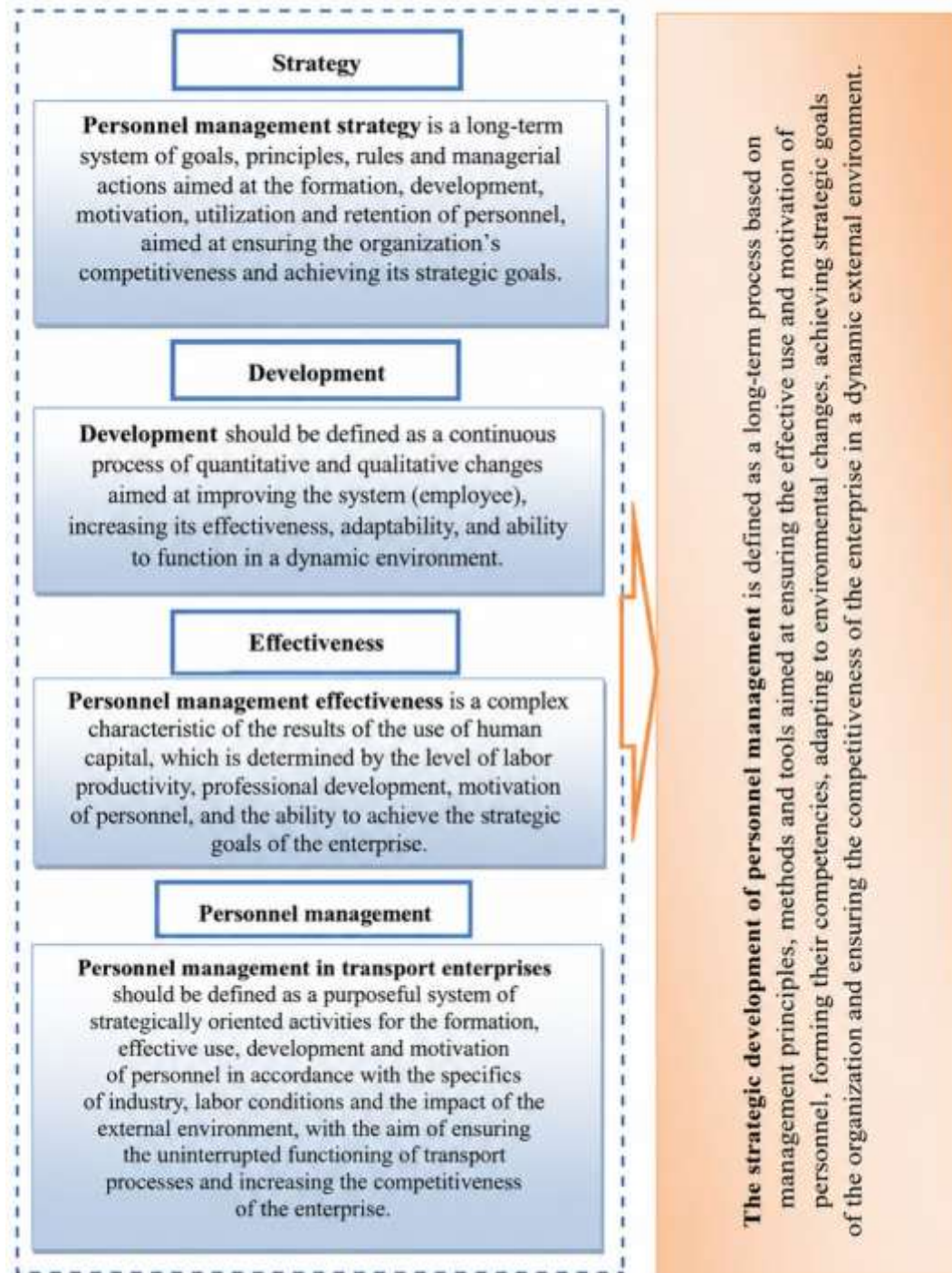


Figure 1. Author's interpretation of the concept of "Strategy for the development of effective personnel management"

Source: Built by the authors.

Based on the generalization of theoretical approaches to the interpretation of the concepts of “strategy”, “development”, “efficiency” and “personnel management”, the author’s vision of the essence of the strategy for the development of effective personnel management of transport enterprises has been formed (Figure 1). The construction of the proposed concept is based on the principle of consistent integration of basic categories, each of which reflects a separate aspect of human resources management and at the same time is a necessary component of a comprehensive personnel strategy.

The first structural element characterizes the concept of strategy as a long-term system of goals, principles, management decisions and measures aimed at the formation, development, motivation, use and retention of personnel in accordance with the strategic goals of the enterprise. This approach determines the strategic direction of all personnel processes and ensures their coordination with the general development strategy of the transport enterprise.

The second element reflects the category of development, which is considered as a continuous process of quantitative and qualitative changes aimed at increasing the professional potential of employees, adaptability and efficiency of the functioning of the personnel management system. In today’s conditions of digitalization and dynamic changes in the external environment, it is the continuous development of human capital that creates the basis for the long-term competitiveness of the enterprise.

The third element characterizes the effectiveness of personnel management as a comprehensive characteristic of the effectiveness of the use of human capital, which is manifested through the level of labor productivity, professional development, motivation, employee involvement and the ability of personnel to ensure the achievement of the strategic goals of the enterprise. Thus, efficiency is an integral indicator of the effectiveness of the implementation of personnel policy.

The fourth structural element reveals the content of personnel management at transport enterprises as a purposeful, systematic and strategically oriented activity regarding the formation, development, motivation and effective use of personnel, taking into account the industry specifics, the characteristics of transport processes and the influence of the external environment.

The integration of these components made it possible to form the author’s definition of the strategy for the development of effective personnel management, which, unlike existing approaches, combines long-term strategic planning with continuous personnel development, modern motivation mechanisms, professional growth of employees, digitalization of HR processes and ensuring the adaptability of the enterprise to changes in the external environment. This approach provides comprehensive human capital management and is aimed at increasing labor productivity, achieving strategic goals and strengthening the competitive positions of enterprises in the transport industry.

Thus, the proposed concept demonstrates that the strategy for the development of effective personnel management is not limited to individual personnel measures, but is an integrated system of interrelated management decisions, the implementation of which ensures the long-term development of human capital and the sustainable functioning of the enterprise in the conditions of digital transformation and high variability of the external environment.

6. Conclusions

As a result of the study, scientific approaches to the interpretation of the concepts of “strategy”, “development”, “efficiency” and “personnel management” were generalized, which made it possible to determine their relationship in the process of forming a modern human resources management system for transport industry enterprises. It was established that in modern business conditions, the effectiveness of personnel management is increasingly determined by the ability of the enterprise to ensure the strategic development of human capital, timely adaptation to changes in the external environment and the introduction of digital technologies into personnel processes.

During the study, classical, integrated and modern approaches to the formation of a strategy for the development of effective personnel management were systematized, their characteristic features and possibilities for practical application at transport industry enterprises were determined. Such systematization allowed to substantiate the feasibility of combining strategic management, human capital development, personnel motivation, a competency approach and digital transformation within a single personnel strategy.

The main result of the study is the development of the author's interpretation of the concept of "strategy for the development of effective personnel management", which, unlike existing approaches, considers it as an integrated system of strategic goals, principles, management decisions and measures aimed at continuous personnel development, the formation of an effective motivation system, increasing the professional competence of employees, digitalization of HR processes and ensuring the long-term competitiveness of transport enterprises. The practical significance of the proposed approach lies in the possibility of its use as a conceptual basis when developing personnel management strategies for transport enterprises, improving personnel policy, forming professional development programs for employees and implementing modern digital personnel management tools.

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