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DIRECTIONS OF EFFECTIVE USE OF DATA AND ANALYTICS IN DECISION-MAKING ON STAFF DEVELOPMENT

Abstract. Modern companies are faced with a large amount of data about their employees, company processes and market conditions. Using this data to make decisions about personnel development can help companies effectively manage their personnel potential, predict training and development needs of employees, and plan strategic steps from the standpoint of personnel management. Research in this direction can also help identify optimal methods of attracting and retaining talented employees, which in turn will contribute to increasing the company's competitiveness in the market.

Incorporating data and analytics into staff development decision-making processes can lead to more informed and objective decisions. The use of key performance indicators (KPIs) and metrics can provide valuable information about employee performance, training needs, and

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promotion. Personalized Development Plans: Data and analytics enable HR professionals to create personalized development plans for employees based on their strengths, weaknesses and career aspirations. This personalized approach can increase employee engagement and retention.

Optimizing recruitment processes and talent retention with the help of data analytics opens up new opportunities for increasing the competitiveness of organizations.

Keywords: *personnel development, personnel potential, personnel planning, data analytics, KPI.*

Introduction. In the course of their activities, enterprises use various types of resources – from material to financial, and they can be both their own and borrowed. In order to obtain excess profits, enterprises try to minimize the cost of services or goods that they offer to consumers, while neglecting to observe an important principle – preserving the price and quality of goods or services in combination with a high company image. In our opinion, it is impossible to offer stakeholders a high-quality product with only impeccable technologies, because it is also necessary to involve highly qualified personnel in the production process. At the same time, we note that highly qualified personnel are not born, they become them, and to a greater extent, it is not the employees themselves who take the initiative to improve their qualifications, but the company's management with the help of effective levers should encourage the personnel to do so. The effective use of data and analytics in making decisions about personnel development is an important aspect of successful business management at enterprises, because human resources are the most important resources of any enterprise.

Analysis of recent research and publications. Many domestic and foreign researchers paid attention to the study of personnel development. Many of them studied the essence of personnel as such, many paid attention to such an intangible asset as the intellectual resources of the enterprise, others proposed effective directions for improving personnel qualifications (Truong & Nguyen, 2024; Turchina & Azarov, 2023; Kaletnik & Kolomiets, 2020; Martseniuk & Matusевич, 2023).

Sufficient attention has also been paid to the areas of labor potential development (Martseniuk, 2020). The author correctly defined the components of labor potential: psychophysiological, value-motivational, personnel, qualification, professional, organizational, and socio-demographic. Some researchers have analyzed the human right to receive decent work as an integral element of constitutional guarantees (Nalyvaiko & Martseniuk, 2022).

In recent years, we have observed a large number of studies on distance education, because it is this form of education that has been used in Ukraine in recent years. Among the most thorough works, we can highlight the research of scientists from the Ukrainian State University of Science and Technology (Martseniuk & Hrebenuk, 2021; Galushko & Batmanghlich, 2023).

However, in our opinion, these studies lack a clear mechanism for personnel development, which could be a universal means of improving the qualifications of personnel at enterprises operating in various industries, taking into account today's widespread digitalization.

The purpose of the article is to develop the recommendations for managers of organizations regarding the introduction of an effective personnel development mechanism at the enterprise.

Formulation of the main material. As practice shows, at many enterprises, artificial attention is paid to the development of personnel, most

likely, the management is more interested in the average age of employees, the average rank and the like. In some industries, there are requirements for professional development at least once every five years, but in reality, employees either receive knowledge that they do not apply in practice, or simply receive "fake" certificates. We are sure that the management knows about it, but simply "closes" its eyes to it.

At the same time, some progressive enterprises have successful personnel development practices. First, the company has a clear understanding of what exactly is produced, on which equipment, which functions are available on this equipment, and how many people can fully use this equipment (do they have all the functionality, or can they just press the "turn on" button). Having data on the complexity of the work, it is possible to quite clearly compile a list of employees who have mastered this technique and to what extent, and it is also possible to clearly determine how many more people need to be hired or how many people need to be retrained from among those already working, so that the capacities that the enterprise has at its disposal, was used at full capacity. In this case, equipment manufacturers can be involved in advanced training courses, because they are the ones who can fully explain and teach the full functionality of the employees of the enterprise that purchased the specific equipment. Secondly, an important aspect of maintaining the company's competitiveness in the market is the development of advanced technologies, either similar to those of competitors, or even better. In this case, the issue of rapid retraining of personnel also becomes acute, because the faster the personnel learns to work on new equipment, the faster the company will provide consumers with better products or services than competitors. Thirdly, it is necessary to have an electronic database (with modern software that is able to quickly and in a convenient format to issue the information requested by the manager) of all employees of the enterprise, with the indication of age, gender, education, skills, talents, certificates of practice, the ability to combine positions, the ability to be in leadership positions, as well as the ability to transfer knowledge, other characteristics of employees. An important point here is the support of the mentoring system at the enterprise. In many developed countries, enterprises have been successfully operating for many years thanks to mentoring, because the older generation passes on their experience to the younger, and the younger brings modern, fresh knowledge and advanced digital technologies to the enterprise.

An effective personnel development mechanism consists not only in the desire to develop one's own personnel on the part of the management or owners of the enterprise, but also on the part of the employees themselves, who will receive various benefits from improving their own qualifications, mastering technologies, transferring knowledge to colleagues, etc. It is necessary to include all forms of motivation that will work for different people in different ways, depending on their temperament and other important qualities and values of a specific individual (Charkina, Martseniuk et al., 2022).

The scientists in the article (Tishchenkova, Martseniuk et al., 2021) paid attention to the study of the quality of higher education, rightly highlighted the risks that employers may face when hiring staff who fully received knowledge only in a distance format.

The problems and prospects of dual education are outlined in the studies

(Martseniuk, 2020; Galushko et al., 2022). It is dual education that can become an effective tool for training qualified personnel for a specific enterprise.

An important aspect of maintaining the balance of female and male professions or the capabilities of men and women, taking into account not only knowledge, but also physical capabilities, is the observance of the gender principle of the formation of the enterprise team (Vlasova & Martseniuk, 2019).

There should not be biases in one direction or another, it is necessary to form a team in such a way that men and women receive positions not only depending on gender, but also taking into account their own abilities. In the scientific information space, we find enough publications on the topic of gender equality, all scientists emphasize that in the civilized world, women and men should have equal rights and responsibilities. Professors L. Nalivayko and L. Martseniuk in their research paid attention to the analysis of gender equality in Ukraine, they emphasized that recently gender issues at enterprises of various industries are coming to the fore, which finally brings us closer to civilized countries (Martseniuk & Nalyvaiko, 2022).

Also, an important aspect of the successful operation of the enterprise, maintaining its high image on the market, is the management's adherence to the principles of barrier-freeness. It is understood that work at the enterprise should be accessible to various categories of the population, including those with some health disabilities. the principle of barrier-free should be present in all spheres of our life, there should not be too many people in modern society (Martseniuk & Nalyvaiko, 2023).

In the pursuit of their own well-being, increasing profits, increasing the level of competitiveness, enterprise managers should not assume that all means are good for achieving goals. It is important to clearly comply with the current legislation, work in the legal field, calculate and minimize various risks, ensure economic security as an important element of Ukraine's national security (Martseniuk & Nalyvaiko, 2021).

In today's dynamic business environment, where competition and technological innovation are constantly increasing, an organization's ability to effectively manage its most valuable asset – its personnel – becomes a decisive factor for its success. Recognizing the role of data in making informed decisions about staff development emphasizes the need to improve the processes of gathering and analyzing information. It provides a foundation for strategic planning, identifies talent and potential for growth, and improves overall employee productivity and satisfaction. In this context, the competent setting of data collection processes and quality metrics, or key performance indicators (KPI), play a key role, as they provide the opportunity not only to measure progress, but also to ensure continuous improvement and adaptation to changing market conditions.

The importance of customizing data collection processes. Setting up data collection processes is critical for any organization seeking to achieve high performance in decision-making, particularly in the context of staff development. Quality data collection is the foundation of accurate analysis, strategic planning, and effective resource management.

Properly configured data collection ensures that analytical conclusions are based on relevant, complete and accurate information. This reduces the risk of errors in decision-making and allows management to act on the basis of objective

data. Optimizing the data collection process helps to reduce the time and resources spent on information processing. Automating data collection can significantly improve productivity, freeing up employees' time for more important tasks.

Analysis of the collected data allows for a deeper understanding of the training and development needs of employees. This contributes to the creation of effective development programs that meet individual needs and contribute to increased staff satisfaction and productivity. Data collected through well-tuned processes can be used to predict future trends and an organization's staffing needs. This allows management to develop future-oriented strategies and provides the organization with a competitive advantage.

Many jurisdictions have strict regulations regarding the collection and processing of personal data. Correctly setting up data collection processes ensures compliance with these requirements, minimizing the risk of legal violations and possible fines. Establishing robust data collection procedures also includes measures to ensure its security and protection against unauthorized access or leakage. This is critical to maintaining the trust of employees and customers.

To make informed decisions about staff development, organizations need to collect and analyze a variety of data, which may include:

- Personal data of employees. Name, age, gender, education, professional experience, contact information. This data helps identify the employee and provide a basic understanding of their professional background.

- Performance data. Performance evaluations, evaluation results, performance reports. Analyzing this data allows you to identify each employee's strengths and areas for development.

- Information about training and development. History of participation in trainings and courses, received certificates and licenses. It helps to track the progress of employees in training and their readiness for new tasks.

- Feedback from colleagues and management: Feedback from direct managers, colleagues, subordinates. Feedback can provide valuable insight into an employee's team interactions, leadership qualities, and contribution to overall success.

- Data on engagement and job satisfaction. Satisfaction survey results, employee turnover analysis, internal survey data. This data helps identify factors that influence employee motivation and loyalty.

- Information about career advancement. The history of changes in positions, departments, projects on which the employee worked. Tracking the career path helps in planning further development and using the potential of employees.

- Psychometric data. Results of tests for professional skills, psychological tests. Psychometric data can be used to assess professional competencies, personal characteristics and potential for development in certain areas.

- Data on vacations and absences. Information about sick days, vacations, absences without valid reasons. It helps to analyze the overall performance of the employee and his reliability.

In this regard, the correct setting of data collection processes is not only a technical necessity, but also a strategic asset that contributes to increasing the competitiveness, efficiency and innovation of the organization as a whole.

The importance of competently established quality and efficiency assessment indicators. Development should always be measurable, so well-established quality metrics or key performance indicators (KPIs) are critical to successful staff development and overall organizational performance. They allow not only to define goals and expectations clearly and concretely, but also provide an opportunity to objectively assess progress in achieving them.

Here are some key aspects that highlight the importance of such metrics:

– Objectivity of assessment. KPIs allow you to evaluate the effectiveness of employees and the effectiveness of training programs based on specific, quantitative data. This reduces subjectivity in evaluation and promotes fairness.

– Staff motivation. Clearly defined KPIs can motivate employees because they understand what results are expected of them and how this will affect their career growth and compensation.

– Improving communication. When quality metrics are clearly established, it promotes a better understanding between management and employees about the organization's goals and individual contributions to their achievement.

– Optimization of resources. The use of KPIs helps to identify the most effective development strategies and methods, allowing organizations to optimize costs and resources for the most productive initiatives.

– Strategic planning. KPIs play a key role in strategic planning, helping management to determine priority areas of development and adjust strategies depending on the results obtained.

– Continuous improvement. Regular analysis of KPIs encourages the continuous search for opportunities to improve processes, products and services, which is key to maintaining competitiveness in the market.

– Identification and management of risks. Timely detection of deviations from KPI targets allows prompt response to potential problems and minimizes risks.

Establishing effective KPIs is a complex process that requires a deep understanding of the organization's goals, culture, and specific market context. However, the investment of time and effort in this process directly affects the success of the organization as a whole and its ability to achieve strategic goals.

Directions for using data analytics for personnel development. Data analytics play a critical role in modern HR management, providing HR professionals with a powerful tool to optimize talent development and retention processes. Thanks to deep data analysis, organizations have the opportunity not only to identify the hidden needs of their employees, but also to adapt development strategies in order to maximize their potential. This process covers several key areas, from identifying individual learning needs to predicting future performance, and includes analyzing employee engagement and satisfaction. Effective use of data analytics also allows you to optimize hiring processes, ensuring the attraction and retention of the most talented personnel.

Below, we will take a closer look at these areas and reveal exactly how data analytics can transform approaches to staff development in organizations:

– Determining the training and development needs of employees is a critical process that allows organizations to ensure their continuous professional growth and adaptation to changing market demands. The use of data analytics in this process opens up new possibilities for an accurate and effective approach to learning. Here's how data analytics can be applied to identify learning and

development needs:

– Performance and competency analysis. Collecting and analyzing data on the current performance of employees and their competencies allows you to identify gaps in knowledge and skills. This may include performance appraisals, analysis of self-assessment results, and feedback from peers and supervisors.

– Identification of market trends and needs. Analyzing external data, such as labor market trends, new technologies and methodologies in a particular industry, helps identify future training needs to support the organization's competitiveness.

– Surveys and feedback. Collecting and analyzing feedback from employees through surveys and interviews can reveal unspoken needs and desires regarding their professional development.

– Analysis of historical training data. Examining data on previous training and its effectiveness can provide insights into which training methods and formats have been most successful and help plan future training programs.

– Modeling and forecasting. Applying advanced analytics, such as machine learning, to analyze data can help predict future training needs based on employee development trends and changes in business strategies.

Using data analytics to identify training and development needs allows organizations to create targeted, personalized and flexible training programs. This increases training efficiency, promotes talent development, and ensures a high level of employee satisfaction and motivation.

Predicting the success and determining the potential of employees are key aspects of strategic personnel management, which allows organizations not only to adapt to changing market conditions, but also to effectively plan future development. Applying data analytics in this context opens up opportunities to gain a deep understanding of the talent working in the company and their potential for further growth. Not only does this help identify high-potential employees, but it also helps in designing individualized development programs that target their unique needs and goals.

By analyzing historical performance data, behavioral assessments, and other metrics, companies are able to identify patterns that predict success in specific roles or on specific projects. This allows not only to optimize the allocation of resources, but also to ensure that employees receive the necessary support and training to reach their maximum potential. In addition, the use of advanced technologies such as machine learning allows organizations to predict future performance based on comprehensive analysis of available data, including external factors and market trends.

Effectively predicting the success and potential of employees not only increases the overall productivity of the organization, but also contributes to the creation of a motivating work environment where each employee feels his contribution to the overall success of the company. This approach helps strengthen the relationship between management and staff, ensuring a high level of engagement and job satisfaction.

Analytics of employee engagement and satisfaction plays a crucial role in the personnel management strategy of modern organizations. Because engaged and satisfied employees are often the key to increased productivity and innovation, it's important to understand what motivates and worries your staff. The application of analytics allows for deeper analysis and understanding of

these aspects, providing management with a detailed picture of the state of engagement and satisfaction within the company.

Using data from surveys, assessments, focus groups, and information from social networks and other communication platforms, organizations can identify not only general trends, but also specific issues and challenges facing their employees. This allows not only to react to emerging problems, but also to predict potential risks to reduce the level of engagement and satisfaction, as well as to implement measures to prevent them in time.

In addition, data analysis helps identify the factors that most influence employee engagement, including work environment, corporate culture, leadership style, opportunities for professional development, and work-life balance. With this information, management can develop targeted programs and initiatives aimed at increasing satisfaction and engagement, such as mentoring programs, leadership training, flexible work schedules, and more.

Given the impact of engagement and satisfaction on the overall performance and success of an organization, analytics in this area is an essential tool for any modern leader. It not only helps to improve the internal atmosphere and reduce staff turnover, but also ensures sustainable growth of the company through the development of its main asset – human capital.

Conclusions. Optimizing recruitment processes and talent retention is an important component of a successful HR strategy in any organization. In today's dynamic business environment, where competition for talent is becoming increasingly fierce, the ability to effectively attract and retain highly qualified professionals can be a key factor in a company's success. The use of data analytics in these processes allows you to significantly increase their efficiency, revealing the most productive recruitment methods and employee retention strategies. Data analytics helps identify the key factors that influence the success of the hiring process, from determining the most effective channels for attracting candidates to assessing their potential for future development within the company. This approach allows not only to reduce the time for searching and selecting candidates, but also ensures a high correspondence between the needs of the organization and the competencies of employees.

In addition, data analysis plays a key role in developing talent retention strategies. Studying the reasons for employee turnover, analyzing the level of employee satisfaction and engagement, as well as evaluating the effectiveness of loyalty and motivation programs allow companies to develop targeted initiatives aimed at ensuring a high level of employee satisfaction and engagement. This not only contributes to the retention of key employees, but also positively affects the general atmosphere in the team, increasing productivity and innovation.

Thus, optimization of recruitment processes and retention of talent with the help of data analytics opens up new opportunities for increasing the competitiveness of organizations. It allows not only to respond to the challenges of the modern labor market, but also to anticipate future needs and trends, effectively adapting to them thanks to reasoned decisions based on accurate data.

Conflict of Interest and other Ethics Statements

The authors declare no conflict of interest.

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**Лариса МАРЦЕНЮК, Ілля МАХІНЬКО,
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НАПРЯМИ ЕФЕКТИВНОГО ВИКОРИСТАННЯ ДАНИХ ТА АНАЛІТИКИ У ПРИЙНЯТТІ РІШЕНЬ ПРО РОЗВИТОК ПЕРСОНАЛУ

Анотація. Сучасні компанії стикаються з великою кількістю даних про своїх співробітників, процеси в компанії та ринкові умови. Використання цих даних для прийняття рішень про розвиток персоналу може допомогти підприємствам ефективно управляти своїм кадровим потенціалом, прогнозувати потреби в навчанні та розвитку співробітників, а також планувати стратегічні кроки з позиції управління персоналом. Дослідження цього напрямку також може допомогти виявити оптимальні методи залучення та утримання талановитих співробітників, що в свою чергу сприятиме підвищенню конкурентоспроможності компанії на ринку.

Включення даних і аналітики в процеси прийняття рішень для розвитку персоналу може призвести до більш обґрунтованих і об'єктивних рішень. Використання ключових показників ефективності (KPI) і метрик може надати цінну інформацію про продуктивність співробітників, потреби в навчанні та просування по службі. Персоналізовані плани розвитку: дані та аналітика дозволяють фахівцям з кадрів створювати персоналізовані плани розвитку для співробітників на основі їхніх сильних і слабких сторін і кар'єрних прагнень. Цей індивідуальний підхід може підвищити залученість і утримання співробітників.

Оптимізація процесів найму та утримання талантів за допомогою аналітики даних відкриває нові можливості для підвищення конкурентоспроможності організацій.

Ключові слова: розвиток персоналу, кадровий потенціал, кадрове планування, аналітика даних, KPI.

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