

I. Bashynska,
Doctor of Economic Sciences, Professor, Professor of the Department of Economics,
Odessa Polytechnic National University
ORCID ID: <https://orcid.org/0000-0002-4143-9277>
K. Brylenko,
Postgraduate student, Odessa Polytechnic National University
ORCID ID: <https://orcid.org/0009-0004-8344-4770>
N. Dovbniak,
Postgraduate student, Odessa Polytechnic National University
ORCID ID: <https://orcid.org/0009-0001-4799-0916>

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ANALYSIS OF GLOBAL EXPERIENCE IN MANAGING THE RISKS OF SKILLED PERSONNEL DURING THE POST-WAR RECOVERY PERIOD

I. O. Башинська,
д. е. н., професор, професор кафедри економіки, Національний університет "Одеська політехніка"
К. Б. Бриленко,
здобувач вищої освіти третього (освітньо-наукового) рівня, Національний університет "Одеська політехніка"
Н. В. Довбняк,
здобувач вищої освіти третього (освітньо-наукового) рівня, Національний університет "Одеська політехніка"

АНАЛІЗ СВІТОВОГО ДОСВІДУ УПРАВЛІННЯ РИЗИКАМИ КВАЛІФІКОВАНИХ КАДРІВ У ПОВОЄННИЙ ПЕРІОД ВІДНОВЛЕННЯ

This article delves into the complex landscape of modern human resource management (HRM) against the backdrop of global sustainability challenges. As organizations worldwide grapple with the dual mandates of achieving economic success and contributing to the Sustainable Development Goals (SDGs), the strategic management of skilled personnel emerges as a pivotal concern. This paper elucidates the intricacies of integrating sustainable development goals within the ambit of HRM, emphasizing the critical roles of synergy, prudent sufficiency, and innovative practices. Through a comprehensive literature review, the article synthesizes insights across the domains of sustainable HRM, technological integration, and project management. It highlights the evolution of HR practices that are increasingly embedding sustainability into their core operations rather than treating it as a peripheral concern. The paper examines the impact of digital transformation on HR, noting the shift towards leveraging digital tools for enhanced employee engagement and organizational agility, a trend that underscores the burgeoning concept of business smartization. Furthermore, the article explores how principles like synergy and prudent sufficiency can optimize the use of human resources in alignment with sustainability goals. It presents a nuanced discussion on the integration of smart technologies in business operations, which facilitates better management of skilled personnel by fostering communication, collaboration, and productivity. The paper also touches on the vital role of effective project management in achieving sustainable development objectives, emphasizing the need for a strategic approach to personnel management that balances technical proficiency with adaptability and resilience.

A significant contribution of this article lies in its detailed analysis of how managing skilled personnel aligns with and can advance the SDGs, particularly those related to quality education, decent work and economic growth, industry innovation, and reduced inequalities. It proposes strategic HRM practices that organizations can adopt to contribute to these global goals, including sustainability training, engagement in sustainability initiatives, and the inclusion of sustainability metrics in performance evaluations. The article concludes by highlighting the importance of navigating the complexities of integrating strategies for sustainable HRM in an increasingly interconnected and rapidly changing world.

У цій статті розглядається складний ландшафт сучасного управління людськими ресурсами (HRM) на тлі глобальних проблем сталого розвитку. Оскільки організації в усьому світі стикаються з подвійними завданнями досягнення економічного успіху та внеску в Цілі сталого розвитку (ЦСР), стратегічне управління кваліфікованим персоналом стає головним питанням. Ця стаття пояснює тонкощі інтеграції цілей сталого розвитку в рамках HRM, наголошуючи на критичній ролі синергії, розумної достатності та інноваційних практик. Завдяки всебічному огляду літератури в статті узагальнено ідеї щодо сталого управління персоналом, технологічної інтеграції та управління проектами. У дослідженні розглядається вплив цифрової трансформації на HR, відзначається перехід до використання цифрових інструментів для підвищення залученості співробітників і організаційної гнучкості, тенденція, яка підкреслює зростаючу концепцію інтелектуалізації бізнесу. Крім того, у статті досліджується, як такі принципи, як синергія та розумна достатність, можуть оптимізувати використання людських ресурсів у відповідності з цілями сталого розвитку. Дослідження представляє детальне обговорення інтеграції розумних технологій у бізнес-операції, що сприяє кращому управлінню кваліфікованим персоналом шляхом сприяння спілкуванню, співпраці та продуктивності. Автори підкреслюють важливу роль ефективного управління проектами в досягненні цілей сталого розвитку, наголошуючи на необхідності стратегічного підходу до управління персоналом, який збалансовує технічну майстерність з адаптивністю та стійкістю. Значний внесок цієї статті полягає в її детальному аналізі того, як управління кваліфікованим персоналом узгоджується з цілями розвитку та може сприяти досягненню ЦСР, зокрема тих, що стосуються якісної освіти, гідної праці та економічного зростання, інновацій у галузі та зменшення нерівності. Автори пропонують стратегії, які організації можуть прийняти, щоб сприяти досягненню цих глобальних цілей, включаючи навчання сталого розвитку, участь в ініціативах сталого розвитку та включення показників сталого розвитку в оцінку ефективності.

Key words: innovations, integrated strategy, project activity, qualified personnel, smartization, sustainable development, synergy.

Ключові слова: інновації, інтегрована стратегія, кваліфіковані кадри, проєктна діяльність, синергія, смартизація, сталий розвиток.

FORMULATION OF THE PROBLEM IN GENERAL TERMS AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

In today's rapidly evolving global landscape, the management of skilled personnel within the framework of sustainable development is emerging as a pivotal concern for organizations worldwide. This urgency stems from a confluence of transformative forces reshaping the business environment, including the swift pace of technological advancement, the increasing emphasis on environmental stewardship, and the shifting dynamics of the global workforce. The importance of integrating strategies that encompass synergy, prudent sufficiency, and innovative practices cannot be overstated, as these elements collectively foster business smartization and effective project management, which are essential for navigating the complexities of the 21st century.

The advent of groundbreaking technologies and digitalization has revolutionized the way organizations operate, demanding a workforce that is not only skilled but also adaptable and forward-thinking. As industries undergo digital transformation, the ability to manage personnel in a manner that leverages their skills optimally while fostering an environment of continuous learning and innovation becomes crucial. This challenge is compounded by the imperative to adopt sustainable practices, reflecting an acknowledgment of the finite nature of our planet's resources and the need to mitigate environmental impacts. Businesses are now tasked with balancing economic objectives with social and environmental responsibilities, a balancing act that necessitates a strategic approach to human resource management.

Moreover, the global business landscape is characterized by volatility and uncertainty, highlighting the importance of resilience and adaptability. Economic fluctuations,

geopolitical tensions, and global challenges such as pandemics underscore the need for organizations to build a workforce that is not only technically proficient but also versatile and prepared to tackle unforeseen challenges. In this context, the principle of prudent sufficiency — a focus on using resources judiciously and avoiding excess — takes on new relevance. By aligning the utilization of skilled personnel with the overarching goals of sustainability and resilience, organizations can navigate the tumultuous business environment more effectively.

Finally, the push towards business smartization and the integration of smart technologies into all aspects of business operations present both opportunities and challenges in managing skilled personnel. The digital transformation of the workplace necessitates a rethinking of traditional management practices to embrace flexibility, remote work, and digital collaboration tools. This shift not only reflects the changing nature of work but also aligns with the evolving expectations of a workforce that values autonomy, work-life balance, and meaningful engagement with their work. As organizations strive to attract and retain the best talent, the creation of a dynamic, inclusive, and sustainable work environment becomes imperative.

In essence, the urgency of integrating strategies for managing skilled personnel for sustainable development lies at the heart of contemporary business challenges and opportunities. The ability to navigate this complex landscape with agility, foresight, and a commitment to sustainability will distinguish the leaders of tomorrow. It is within this context that businesses must reevaluate and innovate their approaches to human resource management, ensuring that they are equipped to thrive in an increasingly interconnected and rapidly changing world.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

In the dynamic context of organizational management, integrating strategies for managing skilled personnel within the ambit of sustainable development is gaining paramount importance. This literature review aims to distill insights from across the domains of human resource management, technological integration, and sustainable development, spotlighting how these synergized strategies can propel organizations toward resilience, innovation, and sustainability.

The discourse around Sustainable Human Resource Management has significantly evolved, focusing on aligning HR practices with environmental, social, and economic sustainability goals. Recent trends indicate a shift towards embedding sustainability deeply within HR practices, rather than treating it as an external agenda. In this vein, Renwick, Redman, and Maguire [1] argue for a strategic integration of environmental management into HR practices, highlighting the dual benefits for organizations and the environment. This perspective is increasingly relevant as businesses face pressure to demonstrate sustainability in all aspects of their operations.

Technology Integration and Business Smartization are reshaping the traditional workplace, introducing a wave of digital transformation. Digitalization in HR practices, often termed as HR 4.0, represents a significant shift towards leveraging digital tools and platforms to enhance

employee engagement, performance management, and organizational agility. Marler and Boudreau [2] explore the impact of digital technologies on HR, suggesting that the strategic use of digital tools can enhance decision-making and operational efficiency. This trend underscores the critical role of technology in facilitating a smarter, more responsive organizational environment. I. Bashynska's contributions to the field of business smartization, specifically within industrial enterprises, are noteworthy [3; 4]. Her research sheds light on the integration of digital technologies into business operations, emphasizing the dual benefits of enhanced operational efficiency and strengthened economic security.

In the realm of Project Management and Sustainability, there is a growing consensus on the necessity to integrate sustainability principles into project methodologies [5; 6]. Silvius and Schipper's [7] earlier work laid the groundwork for this integration, and recent studies continue to explore how sustainable project management can contribute to broader organizational sustainability goals. Kivila, Martinsuo, and Vuorinen [8] offer insights into how project-based firms can implement sustainability practices, indicating that sustainability is becoming a core consideration in project management rather than an optional add-on.

The concept of Synergy and Prudent Sufficiency in managing human resources emphasizes the efficient and judicious use of talent and resources. The lean and green approach, as discussed by Wiengarten, Fynes, and Onofrei [9], illustrates how lean practices can contribute to sustainability outcomes. This approach is particularly relevant in human resource management, where the efficient allocation of personnel and resources can lead to improved environmental and economic performance.

Emerging trends in these areas highlight the necessity of an integrated approach that considers the interdependencies between HR management, technology, and sustainability. The literature points to a convergence of these domains, suggesting that the future of organizational success lies in the ability to navigate and synergize these complex relationships.

FORMULATION OF ARTICLE OBJECTIVES (TASK STATEMENT)

The goal of this article is to outline and discuss strategies for managing skilled personnel in ways that promote sustainable development, focusing on creating synergies, practicing prudent resource use, and incorporating innovative practices in business and project management. It aims to provide insights for effectively aligning human resource management with the demands of modern, sustainable business practices.

PRESENTATION OF THE MAIN RESEARCH MATERIAL

Managing skilled personnel for sustainable development involves creating a synergy between various strategies and innovative practices to ensure the growth and long-term success of organizations. The concept intertwines with business smartization, project management, and the principle of prudent sufficiency to optimize the use of resources, enhance efficiency, and promote

Table 1. Integrating Sustainable Development Goals (SDGs) into Human Resource Management: Strategies and Practices

SDG Focus Area	HRM Strategies and Practices	Impact on SDGs
SDG 4: Quality Education	Employee Training and Development:	Investing in continuous learning and development programs can help employees acquire new skills and knowledge, aligning with SDG 4's aim to promote lifelong learning opportunities for all. Businesses can offer training programs, workshops, and courses that not only enhance employees' professional skills but also educate them about sustainable practices.
	Education-Industry Collaboration	Businesses can collaborate with educational institutions to design curriculum that meets the current needs of the industry, ensuring that graduates are well-equipped with the necessary skills and knowledge to contribute effectively from day one.
SDG 8: Decent Work and Economic Growth	Promoting Decent Work Conditions	Ensuring fair salaries, safe working conditions, and reasonable work hours contributes to the achievement of SDG 8. HRM practices should prioritize the mental and physical well-being of employees, creating a supportive and inclusive work environment.
	Supporting Economic Growth Through Talent Management	By strategically managing talent, businesses can foster innovation and productivity, contributing to economic growth. This includes recruiting diverse talent, recognizing and nurturing potential, and providing opportunities for career advancement.
SDG 9: Industry Innovation and Infrastructure	Encouraging Innovation	HRM can play a pivotal role in creating an organizational culture that encourages creativity and innovation. This involves recognizing and rewarding innovative ideas, facilitating cross-functional team collaborations, and providing employees with the tools and resources they need to innovate.
	Investing in Sustainable Infrastructure	Businesses can contribute to SDG 9 by investing in sustainable infrastructure and technologies within their operations and projects. HR can lead the way in training employees on how to effectively use these technologies to maximize productivity while minimizing environmental impact.
SDG 10: Reduced Inequalities	Diversity and Inclusion Policies	Implementing and actively promoting diversity and inclusion policies help in reducing inequalities within the workplace and the broader community. This includes equitable hiring practices, support for underrepresented groups, and creating pathways for career advancement for all employees.
	Accessibility and Equal Opportunities	Ensuring that all employees have access to the same opportunities, resources, and benefits, regardless of their background or personal circumstances, aligns

sustainable growth. Let's delve into how these elements can be integrated to manage skilled personnel effectively:

1. **Synergy.** Creating synergy involves combining the skills, talents, and strengths of personnel to produce a collective outcome that is greater than the sum of individual contributions. This approach encourages collaboration and teamwork, leveraging diverse skills to achieve common goals. In the context of sustainable development, synergy can enhance problem-solving capabilities, drive innovation, and lead to more sustainable business practices.

2. **Prudent Sufficiency.** Prudent sufficiency is about finding the optimal balance between the use of resources and the achievement of goals, ensuring that resources are used efficiently and sustainably. It emphasizes the importance of not overextending resources but rather using what is necessary to achieve objectives effectively. This principle can guide the management of skilled personnel by aligning their talents and capacities with the needs of the organization, ensuring that human resources are utilized wisely and sustainably.

3. **Innovative Practices in Business Smartization** [3; 4; 6]. Business smartization refers to the integration of digital technologies and smart practices into all aspects of business operations. This approach can enhance the management of skilled personnel by leveraging technology for better communication, collaboration, and productivity

tools. Innovative practices such as remote work, flexible scheduling, and digital training platforms can help attract and retain talented employees, increase job satisfaction, and improve overall performance.

4. **Project Management.** Effective project management is crucial for achieving sustainable development goals. It involves planning, executing, and overseeing projects to ensure they are completed on time, within budget, and to the desired quality. Integrating skilled personnel management into project management involves assigning the right people to the right tasks, fostering a collaborative environment, and ensuring that team members are motivated and engaged. This approach can lead to more successful projects and contribute to the sustainable growth of the organization.

5. **Integration for Sustainable Development.** Integrating these strategies requires a holistic approach to managing skilled personnel, recognizing the interconnectedness of human resources, technology, and sustainability. Organizations can:

Foster a culture of collaboration and innovation, encouraging employees to share ideas and work together towards common goals.

1. **Implement smart technologies** to optimize workflows, improve communication, and facilitate remote work, making the best use of personnel talents.

2. Adopt the principle of prudent sufficiency in resource allocation, ensuring that the talents and skills of personnel are utilized effectively without waste.

3. Focus on sustainable project management practices, considering the environmental, social, and economic impacts of projects and ensuring that they contribute to the long-term goals of the organization.

By integrating these strategies, organizations can create a more efficient, innovative, and sustainable approach to managing skilled personnel, leading to better outcomes for the business and contributing to sustainable development.

Sustainable Development Goals (SDGs) and Human Resource Management. The Sustainable Development Goals (SDGs), established by the United Nations, provide a global blueprint for dignity, peace, and prosperity for people and the planet, now and into the future. Several of these goals are directly related to human resource management (HRM), particularly those focusing on quality education (Goal 4), decent work and economic growth (Goal 8), industry innovation and infrastructure (Goal 9), and reduced inequalities (Goal 10). Integrating the principles of these SDGs into HRM practices can significantly contribute to their achievement while also benefiting the organization. Here's how managing skilled personnel aligns with and can help achieve these SDGs (Tabl. 1).

With SDG 10. HRM can implement practices that promote accessibility in the workplace for people with disabilities and support flexible working arrangements to accommodate employees' different needs and life situations.

Strategic HRM Practices for Contributing to SDGs:

1) Sustainability Training: Incorporate sustainability training into employee development programs to raise awareness about the SDGs and how individual actions can contribute to these global goals.

2) Employee Engagement in Sustainability Initiatives: Encourage employee participation in sustainability initiatives, such as volunteer programs, green practices, or innovation labs focused on sustainability. This not only contributes to the SDGs but also fosters a sense of purpose and engagement among employees.

3) Performance Metrics: Include sustainability and social responsibility metrics in performance evaluations. This aligns individual performance goals with the organization's sustainability objectives, encouraging employees to adopt practices that support the SDGs.

4) Sustainable Recruitment Practices: Adopt recruitment practices that prioritize diversity, equity, and inclusion. This can include outreach to diverse candidate pools, unbiased hiring processes, and support for minority groups within the workforce.

5) Partnerships for Sustainable Development: Foster partnerships with NGOs, government agencies, and other organizations working towards the SDGs. Through such collaborations, businesses can amplify their impact on sustainable development while providing employees with opportunities to engage in meaningful projects and initiatives.

By integrating these strategies into human resource management practices, businesses can make a significant contribution to achieving the Sustainable Development Goals. Not only does this approach enhance the organization's social and environmental impact, but it also

promotes a more engaged, motivated, and skilled workforce. Ultimately, aligning HRM with the SDGs creates a win-win scenario where businesses can drive economic success while contributing positively to society and the planet.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH IN THIS DIRECTION

The study has explored the multifaceted strategies for managing skilled personnel with an eye towards sustainable development, highlighting the critical roles of synergy, prudent sufficiency, and innovative practices in the realms of business smartization and project management. The discussion underscored the importance of integrating these strategies within the framework of human resource management (HRM) to navigate the complexities of today's global business landscape effectively. The integration of Sustainable Development Goals (SDGs) into HRM practices emerged as a pivotal theme, demonstrating how businesses can contribute to global sustainability efforts through strategic personnel management. By aligning HRM practices with goals such as quality education, decent work and economic growth, industry innovation and infrastructure, and reduced inequalities, organizations can play a significant role in driving forward the agenda for sustainable development.

Strategies such as sustainability training, engaging employees in sustainability initiatives, incorporating sustainability into performance metrics, adopting sustainable recruitment practices, and fostering partnerships for sustainable development were highlighted as key practices that can help businesses align with the SDGs. These practices not only enhance the organization's social and environmental impact but also promote a more engaged, motivated, and skilled workforce.

Exploring the integration of strategies for managing skilled personnel with sustainable development goals offers fertile ground for future research, particularly in understanding the quantifiable impact these strategies have on organizational performance and sustainability outcomes. A significant area of interest lies in the innovative application of technology within human resource management, including the potential of artificial intelligence, machine learning, and digital platforms to revolutionize recruitment, training, and employee engagement processes. This research could extend to examining how these technologies aid in embedding sustainability into the core practices of HRM, evaluating their effectiveness in fostering an environmentally conscious and socially responsible workforce.

Additionally, the global and cross-cultural implementation of these strategies presents an intriguing avenue for investigation, shedding light on universal challenges and localized adaptations necessary for diverse geographical contexts. Longitudinal studies could offer invaluable insights into the evolution of sustainability integration within HRM over time, revealing the long-term benefits and sustainability of such practices. Delving into the employee perspective on participation in sustainability initiatives could further enrich our understanding, highlighting the motivational factors and impacts on job satisfaction and performance. Through such compre-

hensive research efforts, scholars and practitioners can develop a deeper understanding of how best to align human resource management with the imperative of sustainable development, tailoring strategies to meet the nuanced needs of various industries and cultural contexts.

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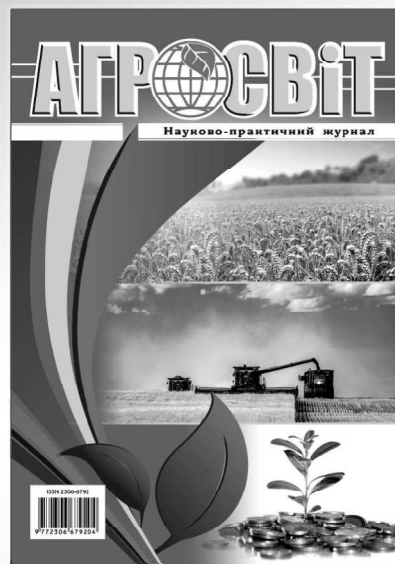
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