

UDC: 005.96:658.3:005.332.4
JEL Classification: M12, L25, O31

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INNOVATIVE APPROACHES TO HUMAN RESOURCE MANAGEMENT AS A STRATEGY FOR ENHANCING ENTERPRISE COMPETITIVENESS

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The article substantiates the need for innovative approaches to human resource management as a key factor in enhancing enterprise competitiveness under conditions of digitalization, market instability, and changes in the labor environment. The aim is to develop a personnel management model capable of ensuring strategic flexibility, activating human capital, and promoting internal transformation. The research methodology is based on comparative analysis, a systems approach, logical generalization, and case analysis of best practices from leading companies. Based on the generalization of scientific sources and the study of practical experience of leading Ukrainian and foreign companies, the key trends in innovative approaches to human resource management are identified. The managerial advantages and challenges faced by enterprises in the context of implementing hybrid and remote employment models are substantiated. The proposed model integrates digital transformation of HR processes, development of innovative thinking, formation of intrapreneurship, and a flexible corporate culture. It includes automation of recruitment, adaptation, evaluation, and training using a personalized approach to employees. The importance of developing cross-functional competencies and implementing initiatives aimed at strategic renewal is highlighted. Particular attention is paid to aligning business goals with employees' motivational expectations through flexible incentive systems. The scientific novelty lies in the development of a comprehensive approach to HR management that considers both external and internal factors. The practical value of the research lies in the potential application of the proposed model in enterprise operations to ensure sustainable competitive advantage.

Keywords: human resource management, enterprise competitiveness, innovative approaches, digital transformation, intrapreneurship, strategic flexibility, human potential.

DOI: 10.32434/2415-3974-2025-21-1-201-208

Introduction and problem statement

In today's world, characterized by profound globalization, intensive digitalization, and dynamic market transformations, classical personnel management systems are showing a decline in effectiveness. Enterprises now face a dual challenge: not only to respond swiftly to external changes but also to purposefully develop internal potential to ensure stable growth and strengthen competitive advantages. In this context, innovative methods of human capital management are gaining strategic importance as a key tool for achieving long-term business success.

The scientific problem lies in the need to reconsider established HR management practices through the lens of innovation, flexibility, and competency development aligned with the demands of the modern knowledge economy. Innovative practices—such as flexible personnel management models, the use of digital technologies, the formation of a culture of continuous learning, and the implementation of mechanisms for talent attraction and retention—are becoming the foundation of enterprise competitiveness.

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Innovative approaches to human resource management as a strategy for enhancing enterprise competitiveness

The theoretical significance of the article stems from the need to deepen scientific understanding of the transformation processes in HR management within the framework of an innovation-driven economy. The practical significance is defined by the urgent need for enterprises to develop and implement effective human resource management strategies that ensure adaptability, innovative activity, and long-term competitiveness.

The relevance of the topic is also driven by intensifying competition in global labor markets, the rising cost of highly qualified personnel, and increasing employee expectations regarding working conditions and opportunities for professional development. Among the key influencing factors are: heightened competition for skilled professionals on an international scale; rising market value of high-level specialists; and shifting employee expectations regarding labor conditions, career advancement prospects, and opportunities for upskilling. In this context, innovative HR practices evolve from tools of operational improvement into strategic components of corporate governance. They not only enhance the efficiency of current processes but also help build sustainable competitive advantages for the enterprise.

Analysis and research of publications

Under the current conditions of global instability, innovative approaches to human resource management have become a key factor in business success. The research of Pavlova V. and her colleagues [1] demonstrates that the use of modern HR technologies enables enterprises to effectively adapt to a rapidly changing environment. A similar view is supported by Tretyak O. P. [2], who proves that innovative personnel technologies enhance operational flexibility and enterprise efficiency. Dashko I. M. [3] emphasizes the importance of technological innovations in the HR field, which help businesses respond promptly to market changes. Honcharova O.M. [4] proposes business process reengineering as a tool for optimizing management, including HR processes, which allows companies to improve adaptability to external challenges. Special attention is given by Petrova I.L. [5], who justifies the need to integrate strategic HR management with overall corporate planning to meet long-term goals. Of particular relevance are the studies of Derevyanko A. [6] and Rykhlytskyi V. [7], who analyze the impact of military actions and political instability on Ukrainian businesses. Their work highlights that in times of crisis, enterprises require flexible HR strategies capable of providing rapid responses to unpredictable changes. Thus, modern academic research indicates that innovative approaches

to personnel management are critically important for maintaining business competitiveness. The use of advanced technologies, optimization of internal processes, strategic planning, and adaptation to a dynamic environment have become integral elements of sustainable development for companies in the global economic space.

Purpose of the article

The purpose of the article is to provide a theoretical justification and develop conceptual foundations for innovative approaches to human resource management as a strategy for enhancing enterprise competitiveness under conditions of global instability. The article aims to reveal the specifics of applying advanced HR technologies, creative employment models, digitalization of management processes, and the integration of strategic planning into the human resource management system.

Presentation of the main material

In the course of the analytical work, current approaches to human resource management under conditions of global instability and rapid labor market transformations were examined. The findings revealed the insufficient effectiveness of traditional HR management methods in ensuring organizational flexibility and adaptability. This highlights the need for the systematic implementation of innovative practices in the field of personnel management.

In the process of synthesizing academic sources and examining the practical experience of leading Ukrainian and international companies, a number of key trends were identified that shape the direction of innovative development in the field of human resource management. These trends reflect the evolving approaches to organizing HR processes amid increasing instability and the digital transformation of the business environment. The summarized results are presented in Table 1.

Digitalization of HR processes has a positive impact on the efficiency of human resource departments by reducing the time required for information processing and managerial decision-making. It contributes to an improved employee experience through transparent procedures and quick access to services, which increases overall staff satisfaction. Furthermore, digital tools strengthen the strategic role of HR within a company by establishing a closer connection between human resource management and the achievement of business goals. Overall, digitalization serves as a key component of a modern HR strategy focused on innovation, adaptability, and ensuring sustainable business development in an unstable external environment [8].

Table 1

Key trends in innovative approaches to human resource management

No.	Essence of the trend	Brief description
1	Digitalization of HR Processes	Extensive implementation of HRM systems, recruitment chatbots, and people analytics platforms
2	Transformation of Employment Forms	Active development of remote and hybrid work models in response to new market challenges and needs.
3	Personalized Learning and Development	Use of analytical tools to individualize professional growth programs.
4	Integration of HR Strategy into Business Strategy	Alignment of HR policies with the enterprise's strategic objectives.
5	Formation of an Innovative Corporate Culture	Fostering creativity, innovative thinking, and internal entrepreneurship among employees.

To illustrate the practical implementation of innovative approaches in human resource management, examples of the use of modern HR technologies in leading Ukrainian companies were analyzed. The data presented below (Table 2) is summarized based on

open sources, official company websites, analytical reports, and publications in specialized business media such as Forbes Ukraine, Liga.net, Mind.ua, as well as research from the Ukrainian Business & HR Forum.

Table 2

Examples of the implementation of innovative HR technologies in leading Ukrainian companies

Company name	Innovative HR technologies	Description and results of implementation
Nova Poshta	HR analytics; Nova Talent digital platform	Automated recruitment, evaluation, and development processes; enabled employees to manage their own career paths
Kyivstar	Use of artificial intelligence in recruitment; online platform Kyivstar Academy	Optimized candidate selection processes; introduced personalized learning; enhanced employees' digital competencies
Rozetka	Digital employee onboarding; gamification of training	Developed a mobile app for effective onboarding; increased employee engagement through gamified learning
ATB-Market	Electronic motivation and evaluation systems; mobile HR apps	Introduced individual development plans and continuous performance monitoring; improved employee engagement through flexible digital assessment and incentive tools

Source: compiled by the author

The analysis of practices in Ukrainian companies demonstrates the active adoption of innovative technologies in HR management. These solutions promote the automation of HR processes, enhance employee engagement, support competency development, and ensure strategic flexibility for enterprises.

In today's conditions of instability and digital transformation of the labor market, there is a steady trend toward the implementation of hybrid and remote employment models. These are increasingly viewed not as temporary solutions but as strategic forms of work organization. This trend has become particularly

relevant in response to global challenges such as the COVID-19 pandemic, military conflicts, economic instability, and the growing demand among employees for flexible work schedules.

Key drivers of hybrid and remote work development include:

- modern professionals strive for work-life balance, value autonomy, and prefer the ability to work from anywhere – indicating a shift in employee expectations;
- technological availability: Rapid development of digital platforms, cloud services, video communication, and collaboration tools (e.g., Zoom,

MS Teams) enables effective communication outside of traditional office settings;

- economic feasibility: Companies can reduce expenses related to office maintenance, utilities, and logistics;
- adaptability and scalability: Flexible employment formats allow businesses to adapt more quickly to market changes, scale projects efficiently, and optimize management processes.

In the context of implementing hybrid and remote employment models, it is crucial to analyze the managerial advantages and challenges faced by organizations. The key aspects for evaluating the potential and risks of these work formats from the standpoint of effective human resource management are presented in Fig. 1.

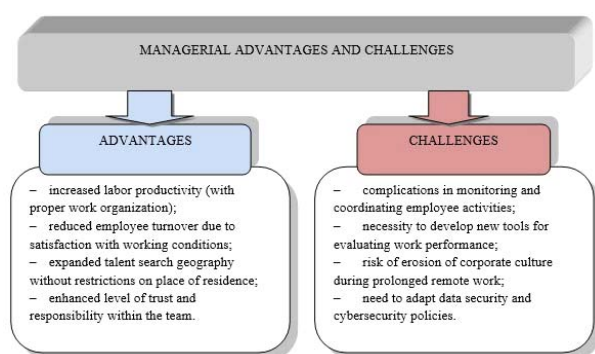


Fig. 1. Managerial advantages and challenges faced by enterprises in the context of implementing hybrid and remote employment models

Source: compiled by the author

Thus, despite the numerous managerial advantages of hybrid and remote employment, the effective implementation of such models requires a systematic approach, adaptation of internal processes,

and increased attention to corporate culture, security, and tools for evaluating work performance.

The integration of strategic human resource management into the overall business strategy is a key factor in ensuring the long-term competitiveness of an enterprise. In the context of high market dynamics, digitalization, and increasing competition, human capital becomes the main source of innovation, adaptability, and resilience of organizations. However, the realization of this potential is only possible when the HR strategy does not exist in isolation but is an organic part of the company's overall strategy.

Strategic HR integration refers to the process of aligning goals, priorities, and decision-making in the area of personnel management with the key strategic directions of business development: innovation, growth, expansion into new markets, business model transformation, and so on. This means that management decisions regarding recruitment, development, motivation, and employee retention should directly contribute to achieving the company's strategic goals.

In modern conditions, HR policy should not only support the current functioning of the enterprise but also actively facilitate the achievement of its strategic objectives. Table 3 summarizes the main directions that ensure effective integration of HR management into the overall business strategy. The presented data are based on a review of current academic literature, research by leading consulting firms, and the practical experience of Ukrainian enterprises that implement strategic HR management models. The information is systematized taking into account current trends in integrating HR into the overall business strategy to enhance the flexibility and competitiveness of companies.

Table 3

Key directions of integration into the enterprise's business strategy

No.	Integration direction	Brief description
1	Forecasting HR Needs	Analysis of future changes in company activities to identify the competencies, knowledge, and skills needed for strategic development.
2	Building Corporate Culture	Development of values and behavior models aligned with the company's strategic priorities (innovation, adaptability, initiative)
3	HR Analytics for Strategic Decisions	Use of analytical data to assess the impact of HR processes on business metrics and identify risk areas.
4	Involving HR in Strategic Planning	Active participation of HR in strategy development, workforce planning, structural transformation, and change management.
5	KPI System Linked to Business Goals	Development of performance indicators that directly reflect the impact of HR initiatives on the financial and innovation results of the company.

Source: author's elaboration

Thus, integrating HR into the strategic context enables the enterprise not only to respond promptly to external challenges but also to build a sustainable competitive advantage through proactive human capital management. As a result, HR policy transforms from an administrative function into a strategic tool for business development.

The competitiveness of an enterprise depends not only on technology and capital but also on the intellectual and creative potential of its personnel. Therefore, the importance of fostering innovative thinking, creative skills, and internal entrepreneurship within enterprises is growing. This direction is being integrated into the system of strategic human resource management as a necessary component for enhancing

the flexibility, adaptability, and continuous self-development capacity of the enterprise.

To gain a deeper understanding of the nature of the innovative approach in human resource management, it is appropriate to highlight the key aspects that form the foundation of a modern HR strategy. Table 4 presents the main components of this trend along with explanations of their significance for business development. The information has been systematized based on analytical publications in professional management journals, materials from international HR research (McKinsey, Deloitte, HBR), and the practices of Ukrainian enterprises that actively implement innovative management approaches.

Table 4

Key aspects and justification of the trend	
Aspect	Essence and significance for business
Innovative Thinking	The ability to generate new ideas and analyze problems from unconventional perspectives. It ensures the continuous renewal of products, services, and processes.
Creative Skills (Soft Skills)	Include creative thinking, openness to new ideas, and teamwork. They serve as a catalyst for innovation, promote knowledge sharing, and contribute to a positive climate for change.
Internal Entrepreneurship	Initiative-driven behavior by employees who propose and implement ideas within the organization and participate in strategic processes without holding formal leadership roles. Enhances the enterprise's flexibility and innovativeness.

Source: author's elaboration

Focusing on the development of employees' creative skills, innovative thinking, and internal entrepreneurship is a key condition for enhancing the adaptability and innovation potential of an enterprise. These elements contribute to the creation of a dynamic environment capable of quickly responding to changes, generating new solutions, and ensuring sustainable competitiveness.

The conditions for forming an innovative and creative environment include:

- an organizational culture that supports initiative, tolerates mistakes, and encourages open discussion of new ideas;
- motivational mechanisms that promote innovative behavior, such as non-financial rewards, recognition, and career development opportunities [9];
- continuous learning programs aimed at developing creative competencies and project-based thinking;
- implementation of idea generation tools, including innovation incubators, internal hackathons, and platforms for collecting employee initiatives;
- leadership that promotes the value of innovation, creates a psychologically safe environment, and supports experimentation.

Focusing on developing employees' creativity and internal entrepreneurship delivers a range of practical outcomes for the enterprise. In particular, it leads to increased innovation activity – more initiatives, new developments, and internal improvements emerge. As a result, internal reserves for change are formed, reducing the company's dependence on external sources and intermediaries. Moreover, employee engagement and loyalty increase, as employees feel involved in the strategic development of the company. Consequently, new business directions and internal startups initiated by employees begin to emerge [10].

The development of innovative thinking, creativity, and internal entrepreneurship is not only an important HR strategy but also a factor of resilience and long-term competitive advantage. The successful enterprise of the future is not only an organization with modern technologies but also an environment where every employee is a bearer of ideas and an agent of change [11].

As part of the conducted work, a conceptual model of innovative human resource management was developed. This model is based on the principles of adaptability, proactive interaction, digital transformation, and strategic alignment with the

organization's business goals. The key components of this model are presented in Fig. 2.

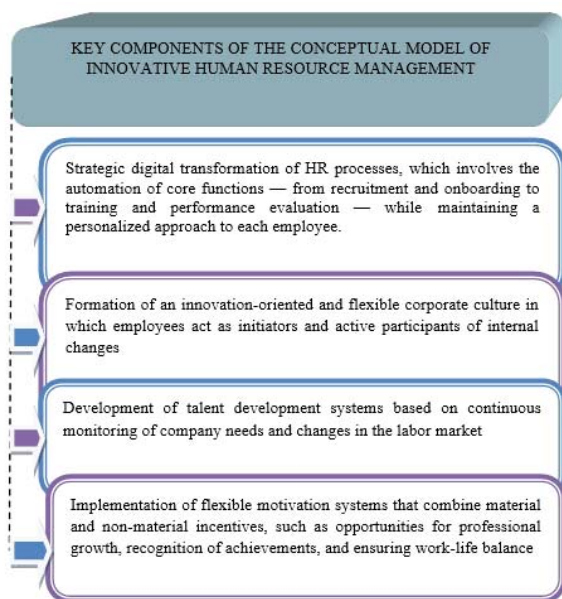


Fig. 2. Key components of the conceptual model of innovative human resource management

Source: author's elaboration

The analysis involved the use of inductive-deductive methods, comparative analysis, generalization of scientific approaches to HR management, as well as the case study method, which made it possible to examine examples of successful implementation of innovative HR solutions in both Ukrainian and international companies.

The developed integrated approach to personnel management takes into account the constant dynamics of the external environment, the specifics of the internal business processes of the enterprise, and the need for the strategic orientation of HR activities toward achieving long-term competitiveness. The presented model can serve as a scientific basis for further applied solutions in the field of human resource management under conditions of uncertainty.

Conclusions

In the context of today's challenges — global competition, digital transformation, and an unstable market environment — innovative approaches to human resource management have become a key factor in ensuring the sustainable competitiveness of enterprises. The implementation of strategically oriented HR management, based on process digitalization, the development of creativity and internal entrepreneurship, and the formation of an innovative

corporate culture, not only enhances the efficiency of personnel management but also strengthens the business's adaptability to external changes.

This article demonstrates that the integration of innovative HR practices into the overall enterprise strategy provides a synergistic effect, contributes to increased productivity and employee engagement, and facilitates the development of a human capital capable of generating and implementing strategically important initiatives. The proposed model of innovative personnel management can serve as a foundation for further applied research and be utilized in the practice of Ukrainian enterprises to strengthen their competitive advantages.

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ІННОВАЦІЙНІ ПІДХОДИ В УПРАВЛІННІ ЛЮДСЬКИМИ РЕСУРСАМИ ЯК СТРАТЕГІЯ ПІДВИЩЕННЯ КОНКУРЕНТОЗДАТНОСТІ ПІДПРИЄМСТВА

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У статті обґрунтовано необхідність інноваційних підходів до управління людськими ресурсами як чинника підвищення конкурентоздатності підприємства в умовах цифровізації, ринкової нестабільності та змін у трудовому середовищі. Метою є формування моделі управління персоналом, здатної забезпечити стратегічну гнучкість, активізувати людський капітал і сприяти внутрішнім змінам. Методологія дослідження базується на порівняльному аналізі, системному підході, логічному узагальненні та кейс-аналізі практик провідних компаній. На основі узагальнення наукових джерел і вивчення практичного досвіду провідних українських та зарубіжних компаній визначено ключові тенденції в інноваційних підходах до управління людськими ресурсами. Обґрунтовано управлінські переваги та виклики, що виникають перед підприємствами, в контексті впровадження гібридних та дистанційних моделей зайнятості. Запропонована модель інтегрує цифрову трансформацію HR-процесів, розвиток інноваційного мислення, формування внутрішнього підприємництва та гнучкої корпоративної культури. Передбачено автоматизацію рекрутингу, адаптації, оцінювання й навчання з персоніфікованим підходом до працівників. Розкрито важливість розвитку міжфункціональних компетентностей і впровадження ініціатив, орієнтованих на стратегічне оновлення. Значну увагу приділено поєднанню цілей бізнесу з мотиваційними очікуваннями персоналу шляхом гнучких систем стимулювання. Наукова новизна полягає у формуванні комплексного підходу до HR-менеджменту з урахуванням впливу зовнішнього та внутрішнього середовища. Практична цінність – у можливості застосування моделі в діяльності підприємств для забезпечення стійкої конкурентної переваги.

Ключові слова: управління персоналом, конкурентоздатність підприємства, інноваційні підходи, цифрова трансформація, внутрішнє підприємництво, стратегічна гнучкість, кадровий потенціал.

Received 15.03.2025.

Revised 25.03.2025.

Accepted 25.05.2025.

Published 25.06.2025.

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The article substantiates the need for innovative approaches to human resource management as a key factor in enhancing enterprise competitiveness under conditions of digitalization, market instability, and changes in the labor environment. The aim is to develop a personnel management model capable of ensuring strategic flexibility, activating human capital, and promoting internal transformation. The research methodology is based on comparative analysis, a systems approach, logical generalization, and case analysis of best practices from leading companies. Based on the generalization of scientific sources and the study of practical experience of leading Ukrainian and foreign companies, the key trends in innovative approaches to human resource management are identified. The managerial advantages and challenges faced by enterprises in the context of implementing hybrid and remote employment models are substantiated. The proposed model integrates digital transformation of HR processes, development of innovative thinking, formation of intrapreneurship, and a flexible corporate culture. It includes automation of recruitment, adaptation, evaluation, and training using a personalized approach to employees. The importance of developing cross-functional competencies and implementing initiatives aimed at strategic renewal is highlighted. Particular attention is paid to aligning business goals with employees' motivational expectations through flexible incentive systems. The scientific novelty lies in the development of a comprehensive approach to HR management that considers both external and internal factors. The practical value of the research lies in the potential application of the proposed model in enterprise operations to ensure sustainable competitive advantage.

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