

THE IMPACT OF DIGITAL TRANSFORMATIONS ON THE HUMAN CAPITAL OF AN ENTERPRISE

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Scientific and technological progress and the rapid pace of technological change are leading to higher demands on employee qualifications – their professional competence, organizational skills, level of culture, and intellectual development – while at the same time increasing the importance of moral motivation and personal responsibility in work. In these conditions, the traditional industrial economy is giving way to an innovative one, where intellectual capital is becoming the defining resource, and the digital transformation of enterprises, aimed at optimizing management decisions, increasing productivity, competitiveness, process integration, and customer focus, through the active introduction of digital technologies and virtual solutions, is forming new requirements for human capital and demand for modern employee competencies.

Digitalization, as well as the further automation and robotization of production processes, play an increasing role in information technology, the modification of business processes, and the integration of IT infrastructure into them, and also dictate new requirements for human capital, while expanding opportunities for its development.

Thus, there is a transformation in the requirements for employee competencies, which, in turn, leads to a change in the structure of demand in the labor market. This issue is widely reflected in scientific literature. In particular, empirical data show that the introduction of information and communication technologies (ICT) automates routine work operations, reducing the need for medium-skilled workers but increasing the demand for highly and low-skilled specialists. At the same time,

contrary to pessimistic predictions about the mass disappearance of sought-after professions and the formation of a surplus labor force, which is a source of social tension, there has been a steady increase in demand for specialists with digital technology skills.

In the context of digitalization and changing socio-economic realities, the requirements for employee competencies and skills are undergoing radical changes, which requires a significant expansion of retraining programs. In this regard, the quality of human capital represented by specialists capable of functioning effectively in a digital environment becomes a key factor. To successfully provide enterprises with the necessary personnel, it is necessary not only to identify the list of competencies most in demand in the digital economy, but also to conduct an in-depth analysis of the impact of digitalization on the evolution of human capital requirements.

The impact of digitalization on human capital is dialectical in nature. On the one hand, it opens up new horizons for development, stimulating the creation of new jobs in the field of digital technologies, improving educational capital through retraining and advanced training programs, and contributing to the growth of incomes of specialists working in this field. On the other hand, there are serious constraints that hinder the full development of human capital. These include a shortage of qualified IT personnel, insufficiently developed skills among employees in the digital sphere, limited investment in competencies, and uneven penetration of digital technologies in institutions that shape human capital.

A new type of employee is emerging: in addition to their education, qualifications, and skills, high demands are being placed on such personal qualities and abilities of employees as a creative approach to problem solving, the ability to adapt, solve complex problems, the ability to analyze, process, and use the rapidly growing volume of diverse information, and, of course, leadership qualities. There is a tendency to expand the list of personal qualities that are included in human capital, which are or may be the basis for the expanded reproduction and conscious

realization of human potential. Thus, the value of the symbiotic combination of technological training of specialists with their organizational and personal competencies is growing. These include:

- abilities: experience, honed skills, and the ability to find solutions in complex professional situations, including testing and implementing new technologies;

- professional readiness: the ability to work effectively with information, transforming it into knowledge;

- self-motivation: a continuous desire for personal and professional growth, independence in learning and applying knowledge;

- initiative: willingness to take responsibility in complex situations, persistence in finding solutions, ability to see things through to the end, using creative thinking and adaptability;

- psychophysical preparedness: the ability to effectively navigate and adapt to a rapidly changing environment, maintain performance, show determination and self-control, and have team spirit;

- communication skills: conveying information, knowledge, and experience, as well as the ability to establish contact and engage in constructive dialogue.

- socio-cultural stability: health, harmony of interests between the individual and society in various spheres of life [1].

All of these personality characteristics manifest themselves in the form of functional human capital, in other words, human capital that is directly used and benefits the organization in its current activities. Increasing and effectively utilizing human capital in economic systems is essential.

Based on the analysis of large-scale studies, several key trends can be identified that determine the requirements for the competencies of enterprise personnel in the era of digitalization. These trends reflect both the challenges and opportunities arising from digital transformation:

- Digitalization leads to a reduction in routine work and a decrease in demand for formalized, repetitive tasks, while stimulating the need for creativity, systematic thinking, and forming new professional niches;
- Despite the rapid development of digital technologies, interpersonal communication retains its exceptional value.
- The need for digital skills is becoming a critical factor. With the exponential growth of information volumes, the importance of data skills is increasing;
- The ability to continuously learn, develop research skills, critical thinking, a creative approach to solving new tasks, searching for non-standard solutions, as well as adapting to conditions of uncertainty and constant change is required.

Based on the above, we can see a reorientation of the labor market, in which, along with specialized competencies, a set of universal competencies and knowledge that remain relevant in the context of the dominance of digital technologies and will be in demand regardless of the field of activity and profession of the employee is becoming particularly important.

Digitalization is a powerful catalyst for the transformation of human capital in industrial companies. Effective management of this process requires a comprehensive approach that includes investment in training, the development of new skills, and the transformation of organizational culture.

In the context of rapid technological progress, the adaptation of enterprises to a dynamic environment is a necessary condition for ensuring their sustainable development. To maintain competitive positions in the new economic realities, it is necessary to meet the criteria of efficiency and economic development, as well as to adapt to the requirements of digitalization.

References:

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