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## CAREER SUCCESS AND TALENT MANAGEMENT IN THE SYSTEM OF STRATEGIC ORGANIZATIONAL DEVELOPMENT

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*In the contemporary knowledge-driven and competitive landscape, strategic priorities for organizations have shifted toward fostering career success and optimizing talent management. The way companies generate value through their human capital is totally changed by challenging technological breakthroughs, global integration, and shifting employee expectations. Although implementing robust talent identification, growth, and retention frameworks can markedly boost organizational efficiency and innovative potential, the practical execution of these strategies remains inconsistent across the corporate sector.*

*Evaluating how talent management initiatives contribute to professional success presents a significant scholarly and practical challenge. Career outcomes are shaped by a complex interplay between corporate HR investments and personal issues, such as personal ambitions, traits, and perceptions of success. Consequently, professional achievement should be conceptualized as a dual-dimensional construct: it includes objective metrics (rank, salary, and formal status) and subjective sides like professional fulfillment, personal growth, work-life harmony.*

*Career progression efficiency within a corporate environment is primarily governed by two variables: the institutional capacity to deploy integrated talent management frameworks and the balance between corporate opportunities and personal goals. This research draws upon a systematic review of modern literature in human resources, organizational psychology, and career theory, merging theoretical frameworks with empirical data on various success indicators.*

*The findings suggest that a lack of cohesive talent management practices restricts the potential for sustainable professional advancement, which in turn diminishes worker motivation and loyalty. In contrast, enterprises that adopt holistic management systems foster an environment conducive to leadership development, continuous growth, and long-term organizational stability. When corporate strategies are effectively synchronized with personal career trajectories, it results in higher employee dedication and a more resilient talent pool.*

*The study confirms that an integrated talent management system works as a comprehensive engine for maximizing both personal professional achievement and institutional competitiveness. Such frameworks empower companies to move from traditional administrative oversight to the strategic enhancement of human capital. Achieving lasting results requires a simultaneous commitment to identifying potential, supporting professional education, cultivating a positive culture, and establishing long-term career planning protocols.*

*Keywords: Career Success, Talent Management, Organizational Development, High-Potential Employees, Succession Planning, Protean Career*

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### PROBLEM STATEMENT AND ITS RELATIONSHIP WITH IMPORTANT SCIENTIFIC AND PRACTICAL TASKS

Human capital has become nowadays the central factor behind organizational resilience and sustained competitive advantage. As global markets continue to experience rapid digital and structural transformations, an organization's success increasingly depends on how effectively it can utilize a workforce with advanced skills and strong adaptability. Recent research indicates that the concept of career success has shifted: it is no longer limited to upward mobility or financial rewards, but now also encompasses psychological well-being, professional self-fulfillment, and the match between individual goals and organizational possibilities.

Consequently, Talent Management has transitioned into a core strategic function, merging diverse processes like acquisition, succession planning, and continuous development. However, a persistent gap remains in aligning these institutional efforts with the subjective career visions of employees – factors that are critical to sustaining motivation and long-term organizational loyalty.

It is important to redefine career success as a multidimensional concept. This requires integrating objective indicators with subjective elements. However, academic research often examines these dimensions separately, which constrains a comprehensive understanding of the complex interplay between organizational policies and individual employee experiences. Incorporating both dimensions of

success into a strategic Talent Management system is crucial for academic insight and improving HR practices.

### **ANALYSIS OF RESEARCH AND PUBLICATIONS**

Traditional human resource management primarily focuses on talent acquisition and development within an organization, often neglecting the potential of leveraging industry best practices, adopting advanced technologies and collaborating with key stakeholders [5]. It is proven that in today's conditions, the HR-function of the enterprise should be implemented through flexibility, integration into the business and be able to attract, retain and develop talent [8]. Firstly, the study explores the growing importance of sustainable HRM and its integration within business processes [17]. Secondly, another study talks about career management for life [4]. Another paper traces the link between the protean concept and the context of growing organizational restructuring, decentralization, and globalization [6]. Finally, it is showed that human talent management has a significant impact on labor productivity [11].

Talent management is crucial as well for global organizations because it ensures that the right people with the right competencies are positioned to drive the company's strategic objectives, though traditional exclusive approaches to TM focus on a small number of "talented" employees to staff key positions for value creation [15]. Strategic talent management [2] defines as activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation. The results demonstrated that talent management has a significant and positive influence on innovation capability [14]. And in general, a strategic view of what managers must do to win the war for talent showed in the study [10].

The impact of talent management on work engagement and organizational performance, with a particular focus on the mediating role of emotional intelligence opened in [1]. The relationship between supervisor mentoring support and career success is well-established in the study of [3]. And the article [16] reflects on conceptualizations of objective and subjective career success and their relative value to the field. As an example, the article [7] aims to examine how perceived supervisor and organizational support mediate the association between talent management and work engagement in Bangladesh's manufacturing industry. And Menezes D. et al. [9] examine how the mediating effect of psychological empowerment, along with the impact of talent management, affects improving employee retention.

### **UNRESEARCHED PARTS OF THE PROBLEM STATEMENT**

Although a considerable body of research exists on career success and Talent Management, a comprehensive integration of these two domains remains limited. Existing studies often divide the topic, examining external career outcomes – such as salary, job titles, and hierarchical progression – separately from internal, psychological aspects like personal fulfillment, mental health, and sense of work. Furthermore, nowadays Talent Management approaches are frequently analyzed as isolated HR tools rather than as interconnected systems that shape both organizational stability and employees' career trajectories.

A major challenge lies in the absence of a coherent theoretical framework that effectively connects individual career success with organizational Talent Management practices. Existing theories tend to emphasize personal attributes as the primary drivers of career outcomes, while organizational factors are treated as secondary or contextual. This gap restricts a deeper understanding of how corporate strategies and individual agency interact in jointly shaping career success.

### **OBJECTIVE FORMULATION**

The primary aim of the study is to conceptualize and validate the relationship between career success and Talent Management systems by integrating objective career outcomes with individuals' subjective experiences, as well as to define their role in supporting the strategic development of organizations

### **RESEARCH MATERIAL PRESENTATION**

Business resilience in a crisis is not a passive ability to "survive" an adverse period, but an active ability of an organization to maintain a strategic course, support key processes and emerge from the crisis with renewed potential. The problem is that most domestic enterprises still perceive the HR department as

a structure that performs mainly administrative functions – recruiting, personnel accounting. Such an approach in crisis conditions turns out to be catastrophically insufficient.

HR management in this context performs at least 5 interrelated functions: stabilizing, communicative, adaptive, motivational and protective. It is in crisis conditions that companies tend to resort to mass layoffs as the first and most obvious way to reduce costs. However, studies show that personnel restructuring without prior HR analysis leads to the loss of up to 40% of competencies critically needed for recovery from the crisis [3, p. 117]. A competent HR strategy involves, first of all, an audit of positions, identifying employees with unique competencies and developing individual retention packages for them.

The understanding of career success has expanded far beyond simple upward movement within organizational hierarchies. In academic discourse, it is viewed as a multidimensional concept that extends beyond the attainment of a specific occupational status or financial well-being, but also professional self-actualization, job satisfaction, avenues for skills acquisition and growth, and the ability to maintain a healthy work–life balance.

This perspective combines objective indicators of career success – such as position, income, and professional accomplishments – with an individual's personal assessment of their career path and overall job satisfaction. Such an integrated approach has become widely accepted within career development theory. In particular, J. Greenhaus et al. [4] emphasize that a modern individual's career is increasingly becoming more individualized and depends not only on organizational opportunities but also on personal values and life priorities.

Objective career success is connected with external, socially measurable indicators of an employee's professional activity within an organization or professional area. These indicators include:

- job status – vertical promotion, expansion of authority (managerial) and areas of responsibility;
- income level – salary growth dynamics, bonuses, and options;
- social prestige – professional achievements, presence of awards or recognition, responsibility range;
- market value – demand for a specialist in the labor market (in terms of the quantity and quality of recruitment offers from headhunters) and job stability.

Objective criteria are important for organizations as they allow for the assessment of career progression efficiency and the shaping of personnel development systems.

However, People Analytics shows increasing attention to the subjective dimension of career success, as it determines employee motivation and loyalty to the organization. These indicators reflect an individual's perception of their own professional journey and include the following criteria:

- job (career) satisfaction – alignment of the actual state of affairs with the individual's expectations and goals;
- psychological comfort – absence of excessive stress;
- Work-Life Balance – balance within professional achievements and personal life;
- self-actualization – the ability to realize personal potential, talents, and values through work.

It was stated [4] that subjective career success characterizes the degree to which a person feels their career aligns with their own values and life expectations.

Thus, career success factors are identified – these are determinants of the likelihood of attaining professional advancement and realizing career goals. They are commonly grouped by their point of origin (Table 1).

Additionally, labor market transformations spread the concept of the "protean career" [6]. According to this concept, responsibility for career development is increasingly shifting from the organization to the individual. In this context, career success is defined not only by external achievements but primarily by an individual's ability to adapt to change, continuously develop competencies, and shape their own professional trajectory in alignment with personal values.

So, career success is a complex phenomenon formed under the influence of personal, organizational, and socio-economic factors. Its assessment is conducted based on objective and subjective criteria, which reflect both professional achievements and the degree of satisfaction an individual derives from their career. For example, the research [13] focuses on a comprehensive integration of motivation and career with the industry-specific features of strategic development, which allows for a more thorough diagnosis of internal preconditions for transformational changes at enterprises.

It should be noted that in modern organizations, employees' career success is closely associated with the Talent Management framework. This term came into broad use in the late 1990s following a study by McKinsey & Company on the "War for Talent" phenomenon, as a reaction to the transformation from an industrial economy to a knowledge-driven economy. The study highlighted that organizations capable

of attracting, developing, and retaining talented employees have significant market-based competitive advantages. This study is considered one of the primary sources of modern talent management theory [10].

In academic literature, Talent Management is understood as a comprehensive system of strategic human resource management focused on identifying, attracting, developing, and ensuring the retention of high-potential employees with critical competencies.

Table 1

<b>Career success factors</b>			
<b>Factors</b>	<b>Category / Belonging</b>	<b>Examples</b>	<b>Key Features</b>
Personal (Individual)	Individual characteristics of the employee	<ul style="list-style-type: none"> <li>- Education level and professional training;</li> <li>- Professional competencies;</li> <li>- Motivation for development;</li> <li>- Purposefulness;</li> <li>- Communication skills;</li> <li>- Leadership qualities;</li> <li>- Emotional intelligence;</li> <li>- Learning agility;</li> <li>- Adaptability to change;</li> <li>- Self-management.</li> </ul>	Personal factors are key to forming an individual career trajectory.
Organizational	Shaped by the organizational environment and HRM framework	<ul style="list-style-type: none"> <li>- Corporate culture;</li> <li>- Talent management system;</li> <li>- Personnel development programs;</li> <li>- System of performance appraisal;</li> <li>- Professional training opportunities;</li> <li>- Mentoring and coaching;</li> <li>- Talent pool (succession planning);</li> <li>- Reward and motivation system;</li> <li>- Management support.</li> </ul>	Organizations that actively implement Talent Management systems, for example, provide greater opportunities for employees' career development.
Socio-economic	Associated with the external environment	<ul style="list-style-type: none"> <li>- Labor market conditions;</li> <li>- The overall economic conditions of the country;</li> <li>- Demand for the profession;</li> <li>- Industry development trends;</li> <li>- Social networks and professional contacts (networking);</li> <li>- Globalization and digitalization of the economy.</li> </ul>	They can accelerate or limit the career opportunities of employees.

Source: compiled based on [4; 16]

Many organizations today face talent shortages, often due to ineffective recruitment and selection processes. Therefore, implementing a well-designed Talent Management framework is important for both retaining valuable employees and strengthening long-term competitive benefits.

As described by researchers [2], Talent Management is a system of strategic HR practices aimed at identifying key positions in an organization and developing employees who have the potential to ensure the organization's long-term competitive advantage.

An innovative talent management system is a tool for selecting and attracting highly qualified personnel to an organization, one of the central elements of which is the use of data and analytics for decision-making [14]. The talent management process begins with strategy development (Fig. 1).

Thus, Talent Management system consists of a set of interconnected processes designed to ensure the effective utilization of an organization's human potential. The main components of Talent Management are presented in the table 2.

It is appropriate to admit that the creation of a strategic talent management ecosystem includes the following essential constructs for their development: attracting talented employees and their targeted development, creating agile teams and talent leaders, and supporting an agile management culture. Their integration and successful implementation within an enterprise are significant factors in increasing competitiveness, survival, and strategic development.

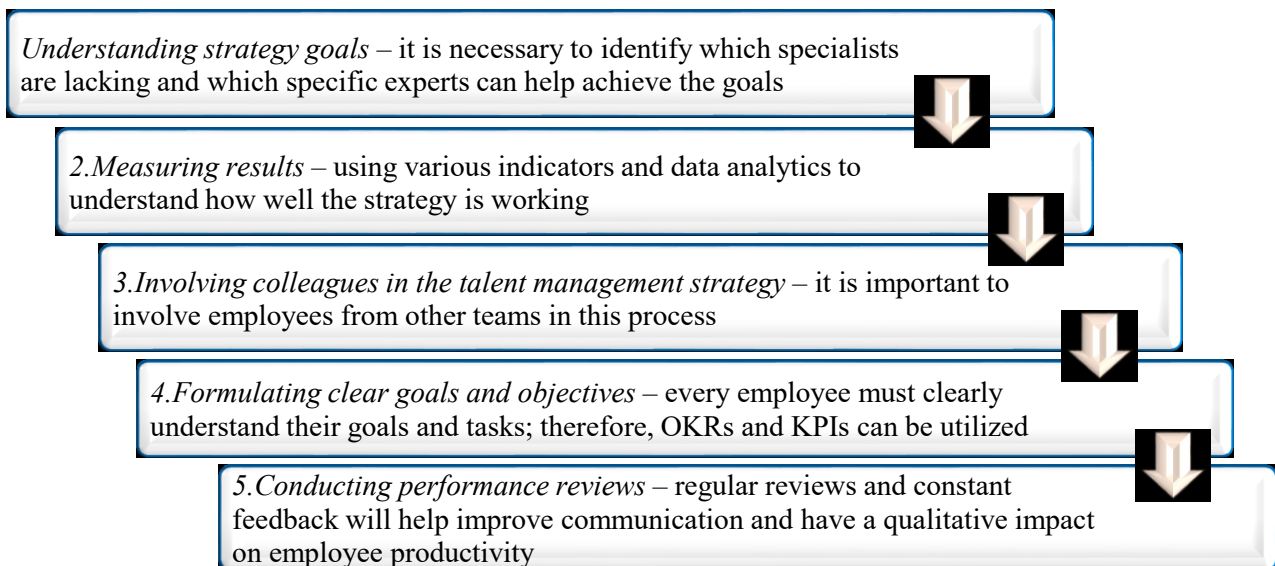


Fig. 1. Stages of Strategic Talent Management

Source: compiled based on [7; 15]

Table 2

**Main elements of the Talent Management System**

Stage	Content	Tools
1. Talent Identification	involves identifying high-potential employees who play a key role in accomplishing the organization's strategic goals.	- Competency assessment; - Employee potential assessment; - Assessment Center methods; - Performance analysis.
2. Talent Acquisition	is focused on identifying and attracting highly qualified professionals capable of driving the organization's innovative development.	- Strategic recruiting; - Employer Branding; - Collaboration with educational institutions; - International talent search.
3. Talent Development	entails the development of professional competencies and leadership potential in employees.	- Professional training programs; - Mentoring; - Coaching; - Leadership development programs; - Individual development plans.
4. Talent Retention	involves creating conditions that support long-term professional development and sustain employee motivation.	- Competitive reward system; - Career growth opportunities; - Corporate culture development; - Employee engagement programs; - Flexible forms of work organization.
5. Succession Planning	preparing an internal talent pool to fill critical managerial positions.	- Competency assessment; - Performance-Potential Matrix (9-Box Grid); - Assessment Center; - Individual Development Plan (IDP); - Leadership development programs; - Job Rotation, mentoring; - HR analytics and personnel databases.

Source: compiled based on [7; 11]

The primary advantages of adopting the concept of talent management include:

1. Strategic Significance:
  - ensuring competitiveness. In a world where technologies are easily copied, people remain the only unique resource;
  - increasing innovation. Talented employees more open to generate non-standard ideas and implement changes more effectively.
2. Economic Significance:
  - reducing turnover costs. Retaining a "star" player is significantly cheaper than searching for and onboarding a new one;
  - growth in profitability. Extensive studies validate the direct link between effective talent management practices and enhanced corporate profitability (ROI on human capital);

3. Socio-psychological Significance:

- corporate culture development. A focus on development creates a high-achievement environment;
- increasing loyalty. Employees who see growth prospects demonstrate a higher level of Employee Engagement;
- succession planning. The talent management framework enables the establishment of a robust internal and external talent pipeline for managerial positions, ensuring stability in organizational management.

A crucial aspect of the strategic development of organizations is the digitalization of HR processes, which fundamentally transforms the technological landscape of personnel management. In the context of talent management, digitalization acts as a mediator between objective performance indicators and the subjective perception of career success, allowing companies to respond more flexibly to modern business environment challenges [12]. A significant tool for the digital transformation of HR management is gamification. The integration of gamification elements in talent management processes not only objectifies learning outcomes but also significantly boosts employees' subjective satisfaction with career progress, creating a dynamic and interactive environment for strategic organizational development [18]. An important direction of modern anti-crisis HR is also the innovativeness of approaches to process management. Chernikova N. et al. highlight such key innovations in HR as predictive analytics, gamification of training, continuous feedback platforms and digital twins of organizational processes. These tools allow the HR service to move from reactive response to crisis phenomena to proactive prediction and neutralization. Predictive analytics, for example, allows you to detect early signs of an increase in the risk of dismissal of key employees 3–6 months before the actual decision is made, which gives enough time for preventive containment measures.

Furthermore, it is essential to recognize that contemporary talent management systems are evolving in response to emerging trends: digitalization of HR processes; use of HR analytics; development of remote work; global competition for talent; the growing role of soft skills.

To effectively execute a talent management strategy within an organization, merely formalizing it in internal documents or HR policies is insufficient. It is essential to establish a systemic environment that guarantees its effective practical application.

Furthermore, synchronizing talent management with the broader corporate strategy is vital. The system must be tightly coupled with the organization's long-term goals and development agendas. This involves linking employee development initiatives to long-term business needs, building a talent pipeline for critical roles, and preparing the next generation of leadership.

Leveraging advanced HR digital solutions also plays a significant role. Implementing Human Resource Information Systems (HRIS) enables organizations to analyze workforce data comprehensively, assess employee potential, track professional development, and support informed decision-making regarding human capital.

As a result, Talent Management transforms the HR function from a primarily administrative role into a strategic one, shifting the emphasis toward intellectual capital optimization instead of mere administrative human resources tasks. Its implementation allows organizations to fully leverage their human resources, build a strong talent pool, and sustain long-term competitiveness. In today's dynamic environment, an effective Talent Management system is not only a driver of organizational growth but also a key factor in enhancing overall HR effectiveness

### CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

Global inflation and the disruption of supply chains have presented enterprises with fundamentally new challenges, the response to which requires not only financial and operational tools, but also a fundamental rethinking of the role of human capital. It is in this context that HR management is transforming from an auxiliary management function into a strategic center for the formation of organizational resilience. An isolated HR strategy that is not aligned with financial, operational, and marketing anti-crisis solutions is doomed to low efficiency. HR management integrated into the strategic core of anti-crisis management is able not only to minimize personnel risks, but also to identify new opportunities - attracting talent from a shrinking market, restructuring organizational culture.

Career success should be understood as a multidimensional construct that integrates both objective indicators of professional advancement and subjective perceptions of personal wellness and professional realization. Objective career success is characterized by quantifiable achievements, most notably

hierarchical progression and salary growth, professional achievements, social status, and labor market value, whereas subjective success relates to job satisfaction, psychological comfort, work–life balance.

These findings reinforce the notion that sustainable career development cannot be explained solely by external achievements, as individual perceptions play an increasingly an essential role in fostering motivation and engagement and long-term professional satisfaction.

Upcoming academic inquiries should prioritize an empirical examination of how distinct talent management strategies affect various facets of career achievement across diverse sectors and organizational cultures. It is crucial to investigate the roles of digitalization, remote work models, HR analytics, and AI in shaping professional growth and system efficiency. Moreover, subsequent research could analyze how evolving workforce expectations, generational shifts, and D&I efforts are redefining the concept of career success today.

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## КАР'ЄРНИЙ УСПІХ ТА УПРАВЛІННЯ ТАЛАНТАМИ В СИСТЕМІ СТРАТЕГІЧНОГО РОЗВИТКУ ОРГАНІЗАЦІЇ

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*У сучасних умовах економіки знань і високої конкуренції стратегічні пріоритети організації зміщуються у бік забезпечення кар'єрного успіху працівників та ефективного управління талантами. Способи створення компаніями цінності через людський капітал суттєво трансформуються під впливом стрімкого технологічного розвитку, глобалізації та змін у очікуваннях працівників. Хоча впровадження ефективних систем виявлення, розвитку та утримання талантів може значно підвищити організаційну ефективність і інноваційний потенціал, практична реалізація таких підходів залишається нерівномірною серед підприємств.*

*Оцінювання впливу ініціатив з управління талантами на кар'єрний успіх є важливим як з наукової, так і з практичної точки зору. Результати кар'єрного розвитку формуються під впливом складної взаємодії організаційних інвестицій у людські ресурси та індивідуальних факторів, таких як особисті цілі, риси характеру та уявлення про успіх. Відповідно, кар'єрний успіх слід розглядати як двовимірну категорію: він включає об'єктивні показники (посада, рівень доходу, статус) і суб'єктивні аспекти (професійне задоволення, особистісний розвиток, баланс між роботою та життям).*

*Ефективність кар'єрного просування в організації визначається двома ключовими чинниками: інституційною здатністю впроваджувати інтегровані системи управління талантами та узгодженістю між можливостями, які надає організація, і особистими цілями працівників. Дослідження базується на системному аналізі сучасної літератури з управління персоналом, організаційної психології та теорії кар'єри, поєднуючи теоретичні підходи з емпіричними даними щодо показників успіху.*

*Результати дослідження свідчать, що відсутність цілісної системи управління талантами обмежує можливості сталого професійного розвитку, що, у свою чергу, знижує мотивацію та лояльність працівників. Натомість організації, які впроваджують комплексні підходи до управління талантами, формують середовище, сприятливе для розвитку лідерства, безперервного навчання та довгострокової стабільності. Узгодження корпоративних стратегій із індивідуальними кар'єрними траєкторіями сприяє підвищенню залученості персоналу та формуванню стійкого кадрового потенціалу.*

*Дослідження підтверджує, що інтегрована система управління талантами є ключовим інструментом максимізації як індивідуального професійного успіху, так і конкурентоспроможності організації. Такі системи дозволяють перейти від традиційного адміністративного управління до стратегічного розвитку людського капіталу. Досягнення стійких результатів потребує одночасної уваги до виявлення потенціалу працівників, підтримки професійного розвитку, формування позитивної організаційної культури та впровадження довгострокового планування кар'єри.*

*Ключові слова: кар'єрний успіх, управління талантами, організаційний розвиток, високопотенційні працівники, планування наступності, протеканська кар'єра*