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## **THE IMPACT OF CUTTING-EDGE LEARNING TECHNOLOGIES ON PERFORMANCE MANAGEMENT**

### **ВПЛИВ НОВІТНІХ НАВЧАЛЬНИХ ТЕХНОЛОГІЙ НА МЕНЕДЖМЕНТ ПРОДУКТИВНОСТІ**

The HR-management system of a successful company is built in such a way that its defining component is providing employees with opportunities to develop the professional skills they will need in the future. Bridging the gap between the human capital a company possesses today and the human resources it will need in the near future is the key to maintaining a strong competitive position. Effective learning HR- technologies, which have become a powerful arsenal of tools for managers, help solve this complex task. Successful employers are widely implementing essential educational systems from corporate software developers.

The renewal of learning technologies is achieved through advancements in artificial intelligence, the introduction of a new generation of employee self-service tools, and continuous learning. Such focuses in the development of HR-technologies allow managers to play a crucial strategic role in the successful growth of the company [1].

Learning HR-technologies enable HR professionals to work more effectively and provide employees with a better experience. They ensure complete and secure data storage, automate routine processes, and provide analytics to justify business decisions regarding the choice of learning vectors and methods. Overall, advanced learning technologies inspire insights in the management of employees' professional development.

Traditionally, companies allocate a certain budget for employee learning and development. In some countries, these expenses are mandatory. For instance, in the United Kingdom, companies with an annual payroll exceeding £3 million are required to pay a compulsory levy of 0.5%, designated for the professional development of their employees. In countries like Belgium and the Netherlands, employers are obligated to invest in the learning and development of their workforce. Meanwhile, in the United States and Canada, this aspect of management is almost entirely unregulated [2].

Despite differences in the application of professional and social development technologies, most employers recognize the value of investing in the (future) skills of their employees. The responsibility of HR-management is to guide these efforts in the most relevant direction.

In practice, mentoring and coaching have proven effective. While the terms "mentoring" and "coaching" are similar in meaning, they have distinct characteristics. A mentor is an

experienced individual who is willing and able to share their knowledge. Mentoring is both a career development tool and a form of social-psychological personal development through consultation and interaction.

A mentor provides support, instructions, information, feedback from the team, and decision-making advice to newcomers. Therefore, mentoring as a form of staff competency development enables:

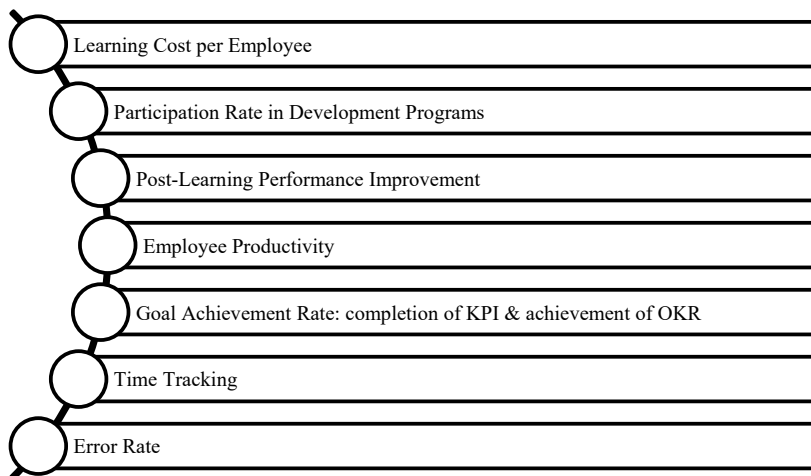
- practical advice and assistance in making important professional decisions;
- valuable information through interaction with a mentor;
- opportunities for exchanging educational materials or resources;
- acquiring essential skills and abilities for professional activities.

An important component of learning HR-technologies is receiving continuous feedback on learning effectiveness and employee satisfaction. It has been proven that a system synchronized with feedback technology is effective in many areas. Real-time performance management tools enable monitoring of employee satisfaction with learning outcomes, competence development, usefulness, and the improvement of contributions to business processes.

One issue that affects employee competence levels and performance evaluations is the misalignment between company goals and team objectives. To address this, companies implement analytics tools that foster talent development [3].

Thus, each company chooses HR-metrics, which best correspond to its business models and strategic goals. It is important to regularly measure key indicators and synchronize the staff learning system with the company's development strategy.

The most common metrics for evaluating the impact of learning results on performance reviews are visualized in the Figure 1.



**Figure 1. Key metrics for evaluating the impact of learning results on performance reviews**

*Source: illustrated by the author using [1; 4]*

The key performance and productivity metrics include:

- employee productivity;
- completion of KPI (Key Performance Indicators);

- achievement of OKR (Objectives and Key Results);
- time tracking (frequency of absences, overtime hours);
- compensation per employee.

Employee productivity measures the amount of work completed or results achieved over a specific period. Goal achievement rate indicates how successfully employees meet their set goals and objectives. Error rate evaluates work quality and helps identify issues in processes or employee qualifications.

In HR-management practice, a differentiation matrix is widely used to classify employees according to their potential, job performance efficiency, and potential level of competency development [4].

Tracking goals using KPI and OKR is done by assessing the key performance indicators of each employee and their contribution to the company's overall results. This assessment includes outcomes, expenses, job performance, goals set by employees, and progress over time. A distinctive feature of this metric is the development of individualized goals and key indicators for each employee and each position separately. Therefore, this metric helps determine how much an employee in a specific role contributes to the overall profitability of the company.

Learning and professional development metrics are measured by the total costs of learning sessions, seminars, education, and career development programs for employees. These metrics allow an analysis of the feasibility of expensive learning systems for specific roles. For instance, if the KPI evaluation of a position is lower than the learning costs, it may be more reasonable to avoid costly external learning programs and instead organize internal learning.

Learning cost per employee indicates the average expenses associated with learning one employee, including learning sessions, courses, and conferences. Participation rate in development programs evaluates the percentage of employees participating in learning and professional development programs. Post-learning performance improvement measures changes in employee productivity after completing learning programs.

In conclusion, it is essential to emphasize that, through precise calculations, HR managers gain valuable information and well-grounded reasons for making decisions regarding the choice of learning technologies. Based on verified results, top managers can identify effective learning methods and tools, assess employees' career ambitions, and choose approaches for encouraging team members in the context of honing hard and soft skills.

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