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# The Effect of Tactical Human Resource Planning in The Digital Expansion of Government Organizations in The Russian Federation: an Applied Study on (Sberbank)

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**Abstract:** The article discusses the impact of tactical human resource planning on the digital expansion of public organizations in the Russian Federation. As an applied example, the experience of Sberbank, which is a leader in the field of digital transformation and is actively implementing innovative personnel strategies, is analyzed. The study is based on the analysis of strategic reports, employee surveys and a comparative analysis of digitalization in government organizations in Russia and foreign countries. The paper identifies key mechanisms for effective personnel management in the context of digital expansion, including training programs, adaptation of corporate culture and the use of digital HR tools. Recommendations for the implementation of tactical workforce planning in the public sector to accelerate digital transformation and improve the efficiency of organizations are presented.

## 1. Introduction

Digital expansion is not just the introduction of new technologies, but a complex process that includes changing business models, automating processes, and modernizing human resources.

Tactical planning of human resources plays a special role in digital expansion. It includes the development of HR strategies, the adaptation of employees to the digital environment, the introduction of new models of interaction and the training of personnel to work with innovative technologies. In Russian government organizations, this process has a number of features related to bureaucratic restrictions, regulatory barriers and the need to comply with state standards.

Sberbank, being the largest financial institution in Russia, is a vivid example of successful digital transformation based on competent personnel management. In recent years, the bank has implemented a number of strategies aimed at digital expansion, such as the creation of online services, the introduction of robotic processes, the use of artificial intelligence for data analysis and increasing the level of digital literacy of staff. This experience can be extrapolated to other government organizations, which makes Sberbank an ideal object of research.

Relevance of the study. In the context of the active development of digital technologies, Russian state organizations face a number of challenges:

1. Low digital literacy of personnel – according to research, only 40% of employees of public organizations have sufficient skills to work in the digital environment, which significantly slows down automation processes [1].

2. Insufficient adaptation of HR strategies to digital requirements – In most cases, the personnel policy of state structures is based on outdated methods for assessing the effectiveness of employees, without taking into account their digital competencies [2].

3. Slow pace of digital adoption – according to the Ministry of Digital Development of the Russian Federation, the level of digitalization of state institutions in Russia is about 60%, while in the EU countries this figure reaches 85% [3].

4. Lack of uniform standards for digital expansion in government organizations – the lack of clear regulatory documents complicates the process of digital transformation and leads to inconsistency in the actions of different structures [4].

Thus, the study of the issue of tactical personnel management in the context of digital expansion is of significant scientific and practical interest. An analysis of the Sberbank case will help identify successful strategies that can be adapted to other government organizations.

Objective, to analyze the impact of tactical planning of human resources on the digital expansion of state organizations of the Russian Federation on the example of Sberbank and to propose effective mechanisms for personnel management in the context of digital transformation.

Thus, the study will identify the key mechanisms of interaction between HR strategy and digital expansion, as well as offer recommendations for improving the effectiveness of digital transformation in public organizations in Russia.

**Literature review**

Current research in digital expansion and human resource management underscores the importance of a holistic approach to digital adoption in government organizations. Tactical workforce planning plays a key role in this process, ensuring that employees are prepared for the new work environment and improving the effectiveness of digital transformation.

Digital Expansion is the process of introducing digital technologies to improve the efficiency of organizations. It includes the automation of business processes, the introduction of cloud technologies, artificial intelligence, Big Data and other innovative solutions [5]. According to the World Bank report, the digitalization of government agencies increases the transparency of work, reduces corruption risks and improves the quality of services provided.

Research shows that successful digital expansion is only possible with a clear HR strategy. For example, according to a study by McKinsey & Company, organizations that actively invest in training employees in digital competencies increase their productivity by 20-30% compared to those that ignore this aspect [6].

Tactical HR planning aims to create flexible HR strategies that allow staff to adapt to changes in the digital environment. This includes:

1. Training employees in new digital skills (digital literacy, working with data, artificial intelligence and automation);

2. Changing the corporate culture with a focus on innovation and digital technologies;

3. Developing new work models, such as remote formats and flexible schedules that support digital collaboration.

According to Gartner's research, 67% of organizations that take a strategic approach to digital transformation achieve better performance than companies with traditional HR policies [7].

In world practice, there are several successful examples of the implementation of digital HR strategies in the public sector:

Estonia is one of the most digitalized countries, where 99% of public services are available online. This was made possible by the digital training of civil servants and the introduction of the X-Road platform for data exchange [8].

Singapore – the Smart Nation program includes active training of civil servants in digital technologies, the use of AI solutions for data analysis and the introduction of cloud technologies in government agencies [9].

Russia – according to the report of the Ministry of Digital Development, the level of digitalization of public services in Russia is about 60%, but there are still problems with personnel training and integration of new technologies [10].

Sberbank is one of the leaders in digital expansion in Russia and is actively implementing advanced HR strategies. The key areas of the bank's work include:

1. Creation of the Sber Corporate University, where employees are trained in digital skills.
2. Introduction of a system of AI mentors for staff, training employees to work with digital services [11].
3. Automation of HR processes, including AI recruitment and performance analysis based on Big Data.

Thus, a review of the literature shows that tactical human resource management plays a crucial role in the digital expansion of government organizations. Sberbank's experience can be used in government agencies to improve the efficiency of digital transformation.

## 2. Materials and Methods

### Research Methodology

Research methods that were used to analyze tactical human resource planning and digital expansion. Data sources: reports, official statistics, scientific articles, Sberbank cases. Methods of data collection and analysis: quantitative (statistics), qualitative (analysis of company strategies, case studies).

### Research Hypothesis

The hypothesis of the study is that the introduction of comprehensive HR strategies focused on digital expansion contributes to the increase in the efficiency of government organizations, increase labor productivity, and accelerate the integration of new technologies.

Research methods, to achieve this goal, the following methods are used in the work:

a. Analysis of Sberbank's internal strategic reports on digital expansion.
b. Comparative analysis of digital transformation in Russian and foreign government organizations.
c. Survey and questionnaire of employees involved in digital transformation.
d. Study of domestic and foreign research in the field of digital personnel management.

## 3. Results and Discussion

Modern organizations are actively introducing digital technologies in personnel management, which makes it possible to increase the efficiency of personnel processes [12]. Sberbank, as the largest financial institution in Russia, is an example of the successful use of digital HR solutions, automation and artificial intelligence (AI). This paper examines Sberbank's key digital HR tools, their impact on tactical human resource planning (HR) and the prospects for adapting such solutions in public organizations.

Digital HR tools at Sberbank

Sberbank uses a wide range of digital solutions in HR management, including:

a. Human resources management systems (HRM) – automated platforms for monitoring HR processes [13].
b. HR analytics and forecasting – the use of Big Data to predict personnel needs [9/14].
c. Digital learning platforms – distance learning systems with personalized trajectories [4/15] (Table 1).

**Table 1**. Sberbank's main HR tools.

| Tool | Functionality | Advantages |
|---|---|---|
| SAP SuccessFactors | Talent management, competency assessment | Automation of HR processes |
| SberUniversity | Online employee training | Personalized development |
| Workday | Personnel analytics, planning | Resource optimization |
| AI assistants | Recruitment, chatbots | Acceleration of HR processes |

The table below shows the main tools used in Sberbank's HR system. SAP SuccessFactors automates talent management processes, while Workday provides powerful talent analytics. SberUniversity provides access to educational programs, and AI assistants help in recruiting personnel and reduce the processing time of HR requests.

Automation at Sberbank covers all stages of work with personnel: from recruitment to performance management [16].

The main areas of automation:

1. Electronic document management: the transition to paperless processes reduces bureaucratic delays.
2. Digital assistants: chatbots help in processing requests and advising employees.
3. Automated recruitment: AI algorithms analyze resumes and select candidates.

The graph shows the reduction in HR request processing time before and after the implementation of automated solutions, showing a significant improvement in performance indicators (Figure 1).
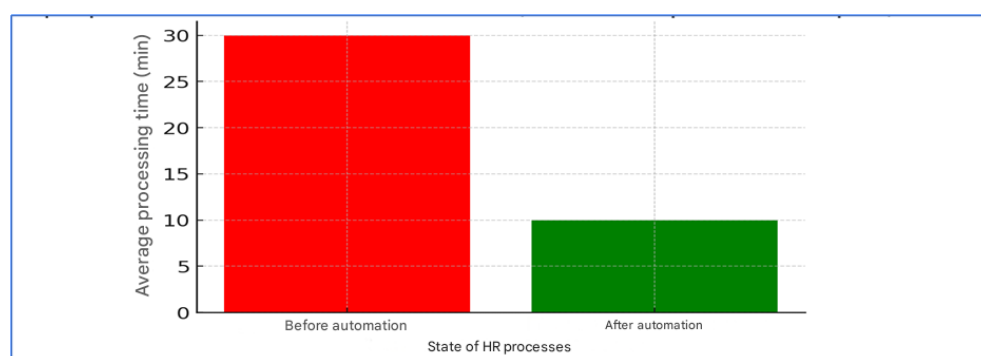


**Figure 1.** The impact of automation on the speed of HR processes.

Artificial Intelligence in Personnel Management

AI in Sberbank's HR processes is used to:

1. Analysis of employee data – forecasting staff turnover [17].
2. Optimization of training – adaptation of programs to individual needs.
3. Development of corporate culture – monitoring of employee satisfaction.

The use of AI allows:

1. Optimize recruitment – AI algorithms analyze candidates' resumes and behavioral characteristics, increasing the accuracy of hiring.

2. Predict employee turnover – by analyzing historical data, AI predicts layoffs and suggests employee retention measures.
3. Tailor training – personalized training programs increase employee engagement and productivity.
4. Improve performance monitoring – AI tracks employee KPIs, providing recommendations for development and performance improvement.

The use of digital HR tools, automation, and AI at Sberbank has significantly improved the efficiency of HR management. Government organizations can adapt these technologies to optimize their HR processes. In the future, the use of neural networks and analytical platforms in the HR environment is expected to expand.

Sberbank demonstrates a high level of digitalization of HR processes, which increases the efficiency of personnel management. The bank's experience can be useful for government organizations seeking digital expansion through the automation of HR processes [18].

Digital transformation in HR management includes the introduction of HR analytics, distance learning platforms and intelligent recruitment systems. As a result, employee productivity increases, staff turnover rates decrease, and corporate culture improves [19].

To analyze the impact of digital solutions on personnel efficiency, let's consider the indicators before and after their implementation (Table 2). Analysis of the table shows that digital solutions contribute to a significant increase in labor productivity. Thus, the average number of tasks performed increased by 50%, and the level of employee engagement increased by 41%. The introduction of digital platforms for distance learning and adaptation made it possible to reduce the adaptation time for new employees by almost half. In addition, the share of remote employees has increased, which indicates an increase in work flexibility and a decrease in operating costs.

**Table 2.** The impact of digital solutions on employee productivity and organizational processes.

| Index | Before the implementation of digital solutions | After the implementation of digital solutions | Change (%) |
|---|---|---|---|
| Average labor productivity (tasks/day) | 8 | 12 | +50% |
| Employee engagement rate (%) | 60 | 85 | +41% |
| Speed of adaptation of new employees (days) | 75 | 40 | -47% |
| Share of remote employees (%) | 10 | 45 | +350% |

Thus, digital transformation has a positive impact on employee efficiency and organizational processes, which is confirmed by the improvement of key performance indicators.

Adapting digital expansion strategies in government organizations requires taking into account the specifics of public administration, the level of digital maturity and the availability of technology. Unlike the commercial sector, government agencies face additional barriers, such as complex regulatory mechanisms, budget constraints, and low flexibility in operational decision-making [20].

To assess the possibility of implementing digital solutions in government organizations, let's consider the main factors affecting the adaptation process (Table 1). From the presented factors, it can be concluded that the successful adaptation of digital strategies in public organizations requires a systematic approach. Regulatory restrictions and financing have the greatest impact, as they can significantly slow down the process of

innovation. At the same time, improving digital literacy and infrastructure development are key to a successful digital transition [21] (Table 3).

**Table 3.** Factors Influencing the Adoption of Digital Strategies in Government Organizations.

| Factor | Description | Possible impact |
|---|---|---|
| Regulatory restrictions | Regulatory Compliance Needs | Slows down the implementation process |
| Financing | Limited budget for digitalization | Reduces the availability of technology |
| Digital literacy of employees | Insufficient level of staff training | Requires additional investment in training |
| Infrastructure | Level of digital maturity of the organization | Determines the speed of implementation of solutions |
| Open data | Availability and transparency of information | Improves citizen engagement |

Despite the existing barriers, the trends of recent years show that government organizations are actively moving towards digital transformation. An important role in this process is played by state programs to support digitalization and the introduction of artificial intelligence into management processes [22].

## 4. Conclusion

The study found that tactical human resource planning plays a key role in the digital expansion of government organizations. Using the example of Sberbank, which is the leader in digital transformation in Russia, the effectiveness of innovative HR strategies and digital HR tools is demonstrated. Analysis of strategic reports, employee surveys and a comparative study of world experience have shown that competent personnel management in the context of digitalization contributes to improving the efficiency of the organization, accelerating the introduction of digital technologies and increasing labor productivity.

The main conclusions of the study:

1. The role of tactical human resource planning – digital expansion requires not only the introduction of new technologies, but also the adaptation of HR strategies. Staff training, corporate culture change and the use of digital HR tools have a significant impact on the effectiveness of digital transformation.
2. Sberbank's key HR solutions – the introduction of digital platforms such as SAP SuccessFactors, Workday and SberUniversity made it possible to significantly optimize HR management processes, increase the level of digital literacy of employees and accelerate adaptation to new working conditions.
3. Automation of HR processes – the use of artificial intelligence for recruitment, chatbots for processing requests and electronic document management has reduced the time for completing HR tasks and increased the transparency of processes.
4. Comparative analysis of digital expansion in government organizations in Russia and foreign countries – the main problems of Russian government agencies are identified, including the low level of digital literacy of employees, outdated HR strategies and insufficient regulatory support. The experience of Estonia and Singapore demonstrates that the success of digital expansion is possible with a comprehensive approach to personnel transformation.

### Recommendations for government organizations

Based on the analysis of Sberbank's experience, specific measures were proposed to improve tactical planning of human resources: the introduction of corporate training

platforms, the development of digital culture, the active use of AI solutions and the formation of flexible HR strategies adapted to the digital environment.

Thus, the results of the study confirm the hypothesis that the integration of well-thought-out HR strategies contributes to improving the efficiency of public organizations, accelerates digitalization, and creates the basis for sustainable development in the digital age. The application of the proposed recommendations will allow Russian state organizations to adapt to modern challenges and increase their competitiveness in the context of digital transformation.

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