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HUMAN CAPITAL MANAGEMENT AND PERSONNEL SECURITY MANAGEMENT IN THE CONTEXT OF UKRAINE'S POST-WAR RECOVERY

The article examines the theoretical and practical foundations of human capital management and personnel security management in the context of Ukraine's post-war recovery. It substantiates that human capital has become the key factor in ensuring economic resilience, enterprise competitiveness and long-term national economic recovery after large-scale wartime losses. It is established that demographic transformations, labour migration, internal displacement, workforce shortages and structural changes in the labour market significantly increase the importance of strategic human resource management and comprehensive personnel security systems.

The study proves that personnel security should be considered not only as an element of human resource management but also as a strategic component of enterprise economic security. Effective human capital management is shown to require an integrated approach combining employee recruitment, professional development, retention, motivation and workforce recovery with systematic management of organizational, social, professional and digital risks.

Special attention is paid to the transformation of personnel management under digitalization, remote employment, artificial intelligence technologies, HR process automation and the growing importance of digital competencies. It is argued that Ukraine's post-war recovery requires a fundamentally new human capital management model based on adaptability, innovation, inclusiveness, continuous learning and close cooperation between business, education, science and government institutions.

The paper identifies priority directions for strengthening personnel security through strategic workforce planning, preventive risk management, corporate culture development, psychological resilience support, employee motivation systems and talent management. It is concluded that an effective human capital management system will become one of the decisive factors in restoring labour potential, improving productivity, increasing innovation capacity and ensuring sustainable socio-economic development of Ukraine in the post-war period.

Keywords: human capital, personnel security, human resource management, workforce management, post-war recovery, labour market, human capital development, economic security, digitalization, talent management.

Fig. 2. Lit. 10.

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МЕНЕДЖМЕНТ ЛЮДСЬКОГО КАПІТАЛУ ТА УПРАВЛІННЯ КАДРОВОЮ БЕЗПЕКОЮ В УМОВАХ ПОВОЄННОГО ВІДНОВЛЕННЯ УКРАЇНИ

У статті досліджено теоретичні та прикладні засади менеджменту людського капіталу й управління кадровою безпекою в умовах повоєнного відновлення України. Обґрунтовано, що людський капітал стає ключовим фактором забезпечення економічної

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стійкості, конкурентоспроможності підприємств та відновлення національної економіки після масштабних воєнних втрат. Встановлено, що сучасні процеси демографічної трансформації, зовнішньої міграції, внутрішнього переміщення населення, скорочення трудового потенціалу та структурних змін на ринку праці істотно підвищують значення ефективного управління персоналом і формування комплексної системи кадрової безпеки.

Доведено, що кадрова безпека перестас бути виключно функціональною складовою системи управління персоналом і трансформується у стратегічний елемент загальної системи економічної безпеки підприємства. Визначено, що ефективний менеджмент людського капіталу повинен поєднувати механізми залучення, розвитку, утримання та відновлення персоналу із системою управління професійними, соціальними, організаційними, цифровими й інституційними ризиками.

Особливу увагу приділено трансформації кадрового менеджменту в умовах цифровізації економіки, поширення дистанційної зайнятості, використання штучного інтелекту, автоматизації HR-процесів та розвитку цифрових компетентностей працівників. Показано, що післявоєнне відновлення України потребує формування нової моделі управління людським капіталом, заснованої на принципах інноваційності, адаптивності, інклюзивності, безперервного професійного розвитку та інтеграції освіти, науки, бізнесу й держави.

Обґрунтовано, що забезпечення кадрової безпеки повинно базуватися на превентивному управлінні ризиками, стратегічному плануванні кадрового потенціалу, розвитку корпоративної культури, підтримці психологічної стійкості персоналу, формуванні систем мотивації та створенні сприятливого середовища для професійної самореалізації працівників. Запропоновано концептуальні напрями розвитку системи менеджменту людського капіталу, орієнтовані на відновлення трудового потенціалу держави, підвищення продуктивності праці, стимулювання інноваційної активності та забезпечення довгострокової конкурентоспроможності українських підприємств у повоєнний період.

Ключові слова: людський капітал, кадрова безпека, менеджмент персоналу, управління людськими ресурсами, повоєнне відновлення, ринок праці, кадровий потенціал, економічна безпека, цифровізація, управління талантами.

Problem statement. The full-scale war caused the most extensive transformations of Ukraine's human capital in recent decades, significantly changing the structure of the labor market, demographic characteristics of the population, professional mobility of workers and mechanisms for the functioning of enterprises. Significant human losses, forced external and internal migration, reduction of the economically active population, destruction of production infrastructure, imbalance of labor supply and demand, as well as the need to integrate veterans, internally displaced persons and citizens returning from abroad, create fundamentally new challenges for the human capital management system. Under such conditions, human capital ceases to be considered exclusively as a production resource of an enterprise. It becomes a strategic asset that determines the speed of economic recovery, the ability of enterprises to adapt to crisis conditions, form innovative potential, ensure technological development and maintain the long-term competitiveness of the national economy. It is the quality of human resource management that increasingly determines the capabilities of enterprises to resume production activities, master new technologies, enter international markets and ensure sustainable economic development. At the same time, the post-war period is characterized by a significant increase in personnel risks. These include a shortage of qualified workers, a high level of labor migration, an aging work-

force, increased competition for human capital, professional burnout of personnel, the psychological consequences of military operations, an insufficient level of digital competencies of certain categories of employees, and an increase in the risks of losing critically important knowledge and competencies. The combination of these factors highlights the need to form a modern personnel security management system integrated into the overall strategic management system of the enterprise.

The problem of forming a new model of human capital management, which should ensure not only the effective use of labor resources, but also their constant development, professional adaptation, continuous training, digital transformation of personnel processes, support for innovative activity of employees, and the creation of favorable conditions for long-term personnel development, is of particular relevance. Such a model should take into account modern trends in digitalization, the development of artificial intelligence, automation of business processes, the spread of remote employment and the integration of the Ukrainian labor market into the European economic space. Despite a significant amount of research in the field of personnel management, human capital, economic security of enterprises and post-war economic recovery, the issues of a comprehensive combination of human capital management with a personnel security system remain insufficiently developed. This is especially true for the formation of strategic mechanisms for the development of human potential in the context of large-scale post-war reconstruction of the Ukrainian economy, which determines the relevance of the research conducted.

Analysis of publications. The issue of human capital development and ensuring personnel security in modern conditions is in the focus of attention of both domestic and foreign scientists. The deepening of digitalization processes, the transformation of employment models, global competition for highly qualified labor resources and the need to adapt economic systems to crisis challenges have significantly expanded scientific approaches to understanding the role of human capital in ensuring long-term socio-economic development. These issues have become particularly relevant in the context of the post-war reconstruction of Ukraine, when human resources potential is actually turning into one of the main factors in the restoration of production, innovative activity of enterprises and economic stability of the state. Modern research is increasingly considering human capital not only as a set of knowledge, skills and professional competencies of employees, but as an integrated system of intellectual, professional, social, digital and creative human capabilities that form the competitive advantages of enterprises and the national economy. This approach significantly expands the classical economic concepts, according to which human capital was associated mainly with investments in education and professional training. In modern conditions, its development includes the formation of personnel adaptability, the development of innovative thinking, digital competencies, leadership qualities, the ability to quickly make managerial decisions and work effectively in conditions of uncertainty [1-10].

Despite a significant number of scientific works, an analysis of literary sources indicates the absence of a single comprehensive approach to the integration of human capital management and the personnel security management system, especially in the conditions of post-war reconstruction of Ukraine. The vast majority of studies consider these categories separately, focusing either on issues of personnel management,

or on the economic security of enterprises, or on the development of human capital. At the same time, the issues of forming an adaptive model of personnel security, which would combine strategic human capital management, digital transformation of HR processes, development of innovative competencies of employees, personnel risk management and state mechanisms for restoring labor potential, remain insufficiently studied [2; 4; 6; 9].

It is the need to form a holistic concept of human capital management, integrated with the personnel security system of enterprises, taking into account the modern challenges of the post-war reconstruction of the economy of Ukraine, that determines the scientific novelty and practical significance of further research. The next section is devoted to substantiating the conceptual foundations of such a model, determining its structural elements, principles of functioning and key areas of development in the conditions of the post-war reconstruction of the state.

Presentation of the main results. Human capital in the modern economy is a determining factor in the formation of competitive advantages of enterprises, innovative development and ensuring the sustainability of socio-economic systems. In the conditions of post-war reconstruction of Ukraine, its importance is significantly increased, since it is the high-quality human resource potential that will determine the speed of reconstruction of production infrastructure, modernization of the economy, integration into the European economic space and ensuring long-term economic growth. Unlike material resources, human capital is capable not only of being restored, but also of constantly increasing its own value through education, professional development, gaining practical experience, development of digital competencies and innovative culture. The post-war development of the economy is characterized by high dynamics of changes, which requires enterprises to adopt fundamentally new approaches to personnel management. If traditional models of personnel management were focused mainly on providing the enterprise with the necessary number of employees, then the modern system of human capital management should ensure the comprehensive development of professional, intellectual, digital and social competencies of personnel. In such conditions, personnel are not considered as a production factor, but as the main carrier of knowledge, innovative potential, organizational memory and strategic competencies of the enterprise. A feature of the post-war economy of Ukraine is the formation of a new structure of the labor market. A significant number of employees have changed their place of residence, some highly qualified specialists continue to work abroad, the professional structure of employment is changing, and enterprises are increasingly faced with a shortage of personnel in almost all sectors of the economy. At the same time, there is a need to integrate veterans, internally displaced persons, young specialists who are just starting their professional activities, as well as citizens returning to Ukraine after forced migration into production processes. Under such conditions, the main goal of human capital management becomes not only to meet the personnel needs of the enterprise, but also to create a favorable environment for the long-term development of employees. Achieving this goal is possible only if modern tools of strategic HR management, digital technologies, corporate training, motivation systems and comprehensive personnel risk management are combined. Personnel security of the enterprise is of particular importance. While previously it was associated mainly with preventing violations

of labor discipline or minimizing staff turnover, the modern understanding of personnel security is much broader. It encompasses a system of managerial, organizational, socio-psychological, economic and informational measures aimed at ensuring the stable functioning of the enterprise through effective management of human capital [3; 6; 10].

Personnel security is formed under the influence of both internal and external factors. External factors include the demographic situation, state employment policy, migration processes, the level of education development, the economic situation, the digitalization of the economy and military risks. Internal factors are determined by the quality of corporate governance, the motivation system, corporate culture, professional training of personnel, the level of trust between management and employees, the effectiveness of internal communications and the level of digital transformation of the enterprise [2; 5]. In modern conditions, personnel security management should be carried out on the basis of a risk-oriented approach. This means that the enterprise must not only respond to existing personnel problems, but also timely predict their occurrence, assess possible consequences and implement a set of preventive measures to minimize them. It is the preventive nature of management that allows ensuring long-term stability of personnel potential [1; 4; 7].

The most significant risks of personnel security in the post-war period should include:

- deficit of highly qualified employees;
- long-term external labor migration;
- aging workforce;
- loss of critical professional competencies;
- professional burnout of personnel;
- psychological consequences of military operations;
- insufficient level of digital skills;
- increased competition between employers;
- risks of corporate knowledge leakage;
- cyber risks associated with remote employment.

The above challenges require a transition to an integrated human capital management system, which will combine classical HR management functions with modern strategic risk management tools. The generalization of modern scientific approaches allowed us to form the author's concept of human capital management in the conditions of post-war reconstruction of Ukraine (Fig. 1).

The proposed concept demonstrates that personnel security is not an independent area of activity of the enterprise, but is integrated into the general system of strategic management of human capital. Its effectiveness is determined by the level of interaction between all components of personnel management, the ability of the enterprise to respond in a timely manner to changes in the external environment and ensure the continuous development of the professional potential of personnel.

An essential feature of modern human capital management is the active use of digital technologies. Automation of HR processes, the use of artificial intelligence for personnel selection, the use of HR analytics, digital training platforms, electronic document management and systems for forecasting personnel needs allow to significantly improve the quality of management decisions. At the same time, the digital

transformation of personnel management requires strengthening measures to ensure information security of personnel, protection of personal data and development of the digital culture of the organization. One of the key elements of the post-war personnel policy should be the formation of a system of continuous development of human capital, which will include professional training, retraining, development of digital competencies, support for innovative activities of employees and creation of conditions for their professional and career growth. It is this approach that ensures long-term strengthening of the personnel security of the enterprise and creates the prerequisites for increasing its competitiveness in the conditions of reconstruction of the national economy [5; 8].

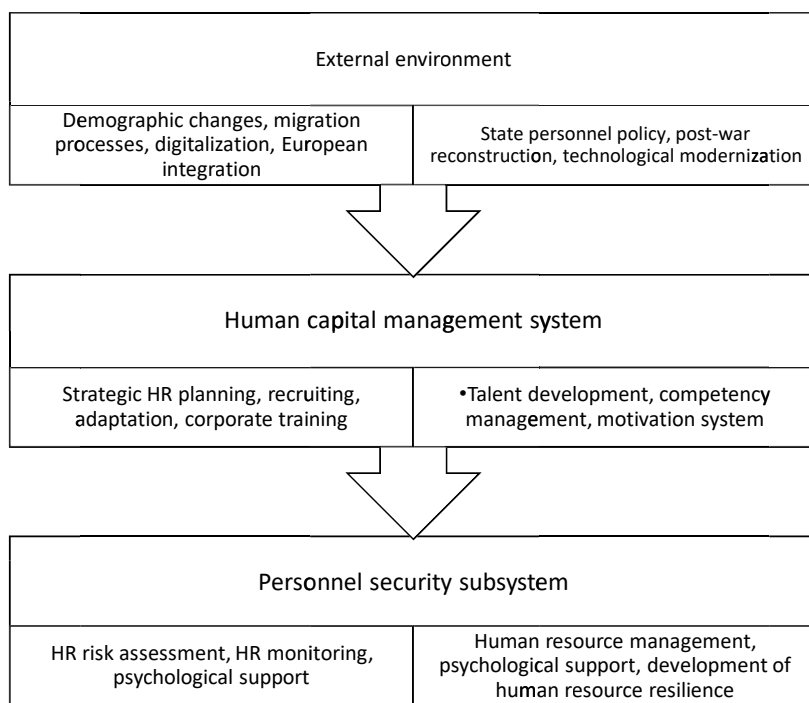


Fig. 1. Conceptual model of human capital management and personnel security management in the conditions of post-war reconstruction of Ukraine, author's development

Further development of the human capital management system in the conditions of post-war reconstruction of Ukraine should be based on the integration of strategic personnel management with long-term development goals of the enterprise. In practice, this means that personnel decisions should be made not only taking into account current production needs, but also forecasting the future need for competencies, digital skills, management abilities and innovative potential of employees. Such an approach ensures the timely formation of a personnel reserve, increases the

adaptability of the organization to changes in the external environment and reduces the risks of losing key specialists. The issue of restoring human capital after the end of hostilities is of particular importance. Unlike material assets, the restoration of human resources is a long-term process that includes professional rehabilitation, psychological adaptation, retraining of employees, development of new competencies and integration of modern digital technologies into the corporate training system. That is why enterprises should form long-term personnel development programs focused not only on compensating for the personnel deficit, but also on creating a new quality of human capital [3; 9-10].

At the same time, the post-war period is characterized by high uncertainty in the functioning of the labor market. Enterprises are forced to simultaneously compete for highly qualified employees, retain their own personnel and ensure effective integration of new employees. This necessitates the use of modern HR analytics tools that allow forecasting personnel needs, assessing the effectiveness of labor potential use, analyzing labor productivity and timely identifying factors that may negatively affect personnel security. An equally important direction in the development of human capital management is the formation of a corporate culture based on the principles of openness, trust, partnership, mutual responsibility and continuous professional development. In the post-war environment, it is corporate culture that is able to ensure faster adaptation of employees to new working conditions, increase the level of their organizational loyalty, reduce the risks of professional burnout and strengthen the socio-psychological stability of labor collectives. An important tool of modern personnel management is the development of a competence management system. If traditional models of personnel assessment were focused mainly on professional qualifications, then modern conditions require a comprehensive assessment of digital, managerial, innovative, communicative and adaptive competencies of employees. This approach allows you to timely identify professional development needs, form individual training programs and ensure continuous staff development. Systematization of the research results made it possible to identify the main strategic directions for the development of human capital management and personnel security of enterprises in the post-war period (Fig. 2).

Analysis of the above areas shows that none of them can provide the proper level of personnel security in isolation from the others. The maximum effect is achieved only under the conditions of their comprehensive implementation, when the personnel policy of the enterprise is combined with the general strategy of the organization's development, digital transformation of business processes and the system of economic security. The development of partnership between the state, business, educational institutions and scientific institutions plays an important role in this process. It is this interaction that ensures the formation of a modern system of professional training, rapid response to changes in the labor market, the development of applied competencies of future specialists and the effective implementation of dual education. As a result, a continuous cycle of human capital reproduction is formed, which allows minimizing the structural shortage of personnel and ensuring the long-term sustainability of the economy. A special place in the system of personnel security is occupied by the development of knowledge management mechanisms. The loss of highly qualified employees is often accompanied by the loss of accumulated professional experi-

ence, technological competencies and management practices, which directly affects the efficiency of the enterprise. That is why modern organizations must create corporate knowledge bases, electronic learning platforms, mentoring systems, internal competence centers and digital tools for transferring experience between generations of employees.



Fig. 2. Strategic directions for the development of human capital management and personnel security of enterprises in the post-war period, author's development

In the post-war period, the system of personnel motivation also acquires a fundamentally new meaning. Along with material incentives, intangible factors are becoming increasingly important: opportunities for professional development, career advancement, participation in making management decisions, flexible forms of work organization, ensuring a balance between professional and personal life, social support for employees and their families. This approach contributes to increasing organizational commitment, reducing staff turnover and strengthening the personnel security of the enterprise. Summarizing the results of the study, it is appropriate to note that effective human capital management in the conditions of post-war reconstruction of Ukraine should function as a complex multi-level system that integrates strategic planning, digital HR technologies, competence development, personnel risk management, corporate culture, psychological support for personnel and continuous professional training. Only under such conditions can human capital become not only a factor in economic recovery, but also the basis for forming long-term competitive advantages of Ukrainian enterprises [3; 5; 10].

One of the most important characteristics of a modern human capital management system is its ability to quickly adapt to dynamic changes in the external environment. The post-war recovery of the Ukrainian economy will take place under the simultaneous influence of global digital transformation, structural modernization of production, integration into the European economic space and intensification of international competition for highly qualified employees. Under such circumstances,

enterprises must transition from a reactive personnel policy to a proactive management model that involves long-term forecasting of human capital development and timely formation of new professional competencies. The development of personnel adaptability is of particular importance. A modern employee must possess not only narrowly professional knowledge, but also the ability to quickly master new technologies, work in multidisciplinary teams, use digital information management tools and make decisions under conditions of a high level of uncertainty. It is adaptability that increasingly determines the level of personnel stability of an enterprise and its ability to maintain the continuity of business processes even in the presence of significant external challenges. In modern practice of human capital management, there is a gradual transition from assessing professional qualifications to assessing the integral potential of an employee. This takes into account the level of professional training, digital competencies, learning ability, innovative thinking, leadership qualities, emotional intelligence, communication skills and willingness to work in conditions of constant organizational changes. Such a comprehensive approach allows for a more objective assessment of the prospects for professional development of personnel and more effectively form a personnel reserve. At the same time, the role of the manager in the human capital management system is changing. If earlier the main function of the manager was to control the implementation of production tasks, today the manager increasingly acts as a coordinator of personnel development, a mentor, a facilitator of team interaction and a leader of organizational changes. The effectiveness of modern management is largely determined by the ability of managers to create a favorable psychological climate, maintain open communications, motivate employees for professional development and form a culture of continuous improvement. Knowledge management as a component of human capital development is no less important. Knowledge accumulated by employees forms a significant part of the intangible assets of the enterprise and determines its competitive advantages. The loss of key specialists can lead not only to a personnel shortage, but also to the loss of technological experience, management practices, client relationships and innovative developments. That is why modern enterprises must develop internal mechanisms for accumulating, documenting, transferring and commercializing knowledge, using corporate information systems, digital knowledge bases, mentoring programs and professional communities. The digitalization of personnel processes has a significant impact on the effectiveness of human capital management. The use of specialized HRM systems ensures the automation of recruitment, adaptation, performance assessment, training planning, personnel productivity analysis and forecasting personnel needs. Thanks to the use of artificial intelligence technologies, it becomes possible to model the risks of employee dismissal, assess the level of professional burnout, determine career development prospects and form individual professional training programs. Along with the advantages of digitalization, new threats to personnel security arise. The dependence of enterprises on information systems is growing, the risks of leakage of confidential information, unauthorized access to personal data of employees, manipulation of digital information resources and cyberattacks are increasing. This necessitates the integration of information and personnel security systems into a single mechanism for managing corporate resilience [1; 4; 8-10].

An important component of the post-war development of enterprises is the formation of an inclusive personnel policy. The return to economic activity of veterans, people with disabilities, internally displaced persons and other categories of the population requires the adaptation of organizational processes, modernization of workplaces, creation of a barrier-free production environment and development of social integration programs. Inclusion in modern conditions is considered not only as a social responsibility of business, but also as an important reserve for increasing human capital and reducing the personnel deficit. One of the determining factors for the effective functioning of the personnel system is the formation of a high level of trust between employees and the employer. Organizations that have created a transparent system of management decision-making, a fair distribution of responsibility, an open system of assessing work results and understandable mechanisms for professional advancement demonstrate significantly lower staff turnover rates and a higher level of organizational commitment of personnel. This directly affects the strengthening of personnel security and ensures the stability of the functioning of the enterprise in the long term. Given the scale of the challenges of the post-war period, the interaction of state institutions, business, higher education institutions, professional associations and scientific institutions is of particular importance. The formation of an effective system for the reproduction of human capital is possible only if the state employment policy, educational programs, regional development strategies and the personnel needs of employers are coordinated. Such coordination will reduce structural imbalances in the labor market, accelerate the professional adaptation of the population and increase the efficiency of using the country's labor potential. The generalization of the conducted research allows us to state that human capital management in the conditions of post-war reconstruction of Ukraine should function as an open multi-level system in which economic, organizational, social, institutional and digital components interact. Only with their harmonious integration is it possible to ensure an adequate level of personnel security, form innovative personnel potential and create prerequisites for sustainable development of enterprises in the long term.

Conclusions. The study confirmed that in the conditions of post-war reconstruction of Ukraine, human capital is becoming a key strategic resource for socio-economic development and one of the key factors in ensuring the long-term competitiveness of enterprises. Unlike traditional factors of production, it is the quality of human capital that determines the ability of business entities to quickly adapt to structural changes in the economy, introduce innovations, carry out digital transformation and ensure the stability of functioning in conditions of high uncertainty. It was established that a modern human capital management system should be considered as a complex multi-level mechanism that combines strategic personnel planning, the development of professional and digital competencies, knowledge management, corporate culture, modern personnel motivation tools and risk-oriented approaches to ensuring personnel security. Such integration allows for the formation of a sustainable human resource potential that is able to effectively respond to the economic, technological, social and institutional challenges of the post-war period.

It is substantiated that personnel security should be considered not as a separate function of the personnel management service, but as an integral element of the overall strategic management system of the enterprise. Its provision requires systematic

monitoring of personnel risks, forecasting human resource needs, formation of a personnel reserve, development of knowledge transfer mechanisms, support of psychological stability of employees and use of modern digital personnel management tools. These measures become especially relevant in conditions of shortage of qualified labor, large-scale migration processes and transformation of the structure of the national labor market. As a result of the study, a conceptual model of human capital management was developed and strategic directions for the development of personnel security of enterprises in the post-war period were proposed. Unlike existing approaches, the proposed model integrates tools of strategic HR management, digitalization of personnel processes, competence management, development of corporate culture, knowledge management and preventive management of personnel risks into a single system for ensuring organizational stability. This allows for a comprehensive combination of economic, organizational, social and informational components of human capital development.

It has been proven that the digitalization of HR processes is one of the key factors in increasing the efficiency of modern personnel management. The use of digital personnel management platforms, HR analytics, artificial intelligence technologies and automated management decision support systems creates the prerequisites for more accurate forecasting of personnel needs, optimization of personnel selection and development processes, timely identification of personnel risks and increasing the effectiveness of human capital management. At the same time, this actualizes the need to strengthen information security, protect personal data and develop the digital culture of organizations. The practical value of the results obtained lies in the possibility of using the proposed approaches when developing corporate strategies for human capital development, personnel security programs, regional labor market recovery programs, as well as state policies to support employment, professional retraining of the population and the development of human potential in the conditions of post-war reconstruction of Ukraine. The implementation of the proposed recommendations will contribute to strengthening the personnel stability of enterprises, increasing labor productivity, developing innovative activities, more effective use of human capital and ensuring sustainable socio-economic development of the state. The prospects for further scientific research should be linked to the development of integrated methods for quantitative assessment of the effectiveness of human capital management and the level of personnel security of enterprises, the construction of economic and mathematical models for forecasting personnel risks, the study of the impact of digital technologies and artificial intelligence on the transformation of HR management, as well as the formation of a toolkit for assessing the effectiveness of the state policy of human capital development in the process of post-war reconstruction of Ukraine. Such areas of research will contribute to the further development of the theory and practice of strategic human capital management and will provide a scientific basis for increasing the competitiveness of Ukrainian enterprises in the context of long-term economic transformation.

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