

запобігання корпоративному шахрайству та своєчасне реагування на такі прояви, є необхідною умовою уникнення значних фінансових збитків.

Таблиця 2

Заходи щодо запобігання корпоративному шахрайству

Категорія заходів	Конкретні дії	Очікуваний результат
Контрольні	Проведення внутрішнього та зовнішнього аудиту, регулярні перевірки	Виявлення та попередження шахрайських схем
Кадрові	Перевірка персоналу при прийомі на роботу, атестація, розподіл обов'язків	Зниження ризику недобросовісної поведінки працівників
Організаційні	Впровадження внутрішніх регламентів, процедур погодження рішень	Підвищення прозорості діяльності компанії
Інформаційні	Навчання персоналу, формування корпоративної етики	Підвищення обізнаності та відповідальності працівників
Технічні	Впровадження електронного документообігу, систем контролю доступу	Захист інформації та мінімізація зловживань
Оперативні	Проведення внутрішніх розслідувань, контрольні перевірки	Своєчасне виявлення та припинення порушень

Джерело: складено авторами

Список використаних джерел:

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Valentyn Biliavskiy, PhD in Economics,
Associate Professor of the Department of Management,
Diana Sokolenko & Diana Yarova,
students pursuing a first-level higher education qualification,
National University «Kyiv Aviation Institute»

THE TRANSFORMATION OF HR TECHNOLOGIES IN THE CONTEXT OF ADDRESSING SECURITY CHALLENGES

Amid a full-scale invasion and the need to overcome security challenges, Ukraine's labour market is undergoing unprecedented transformations. The structural shifts that have been taking place since 24 February 2022 have fundamentally altered both labour demand and supply, exacerbating the imbalance that had built up over previous decades. Consequently, research into trends in the domestic labour market is

of the utmost relevance given the need for strategic human resource management under martial law and for planning post-war recovery.

Even before the start of full-scale aggression, Ukraine's labour market was characterised by contradictory trends, namely: a decline in the economically active population, demographic ageing, and labour migration. Research by Lanska S. & Voskoboynik D. [1] indicates that between 2011 and 2024, there was a steady decline in the labour force and significant imbalances between supply and demand in the labour market. The researchers identify three qualitatively distinct phases: the pre-war period, the period associated with the outbreak of armed conflict in the east of the country and the annexation of Crimea, and the phase of full-scale invasion, which radically altered the employment landscape.

The most acute consequence of the hostilities was a massive reduction in the labour supply. According to the Confederation of Employers of Ukraine, the labour market lost almost 5.5 million people of working age, i.e. nearly 30% of its pre-war potential. At the same time, the mobilisation of men has led to a noticeable increase in the proportion of women in traditionally 'male-dominated' sectors of the economy: manufacturing, logistics and construction [2]. On the one hand, this demonstrates the adaptability of Ukrainian society; on the other, it creates new demands regarding working conditions and social protection for the population.

Structural shifts in employment have a pronounced regional and sectoral dimension. The destruction of enterprises and infrastructure, particularly in frontline areas, has led to a reduction in traditional jobs and a redistribution of demand in favour of the defence, reconstruction, logistics and humanitarian sectors [2]. This is forcing enterprises to review their HR strategies for the relocation of capital and personnel. According to the Work.ua portal, as of January 2024, the total number of vacancies had recovered to 93% of pre-war levels; however, the process is proceeding extremely unevenly: in Zakarpattia Oblast, the number of vacancies exceeded the pre-war figure by 167%, requiring HR management to implement tools to support the territorial mobility of employees.

The problem of a shortage of skilled personnel requires separate attention. The combination of mobilisation, forced emigration and the professional decline of some specialists has exacerbated the imbalance between the structure of demand and actual skills. NISD analysts note that the unemployment rate remained at 17% in the first half of 2024, alongside an acute shortage in construction, engineering, medical and manual labour professions [3]. In response, 'L&D' (Learning and Development) is becoming a key HR strategy, particularly programmes for rapid retraining and upskilling directly in the workplace.

Among the positive trends, the acceleration of digitalisation and the expansion of remote working arrangements are worth noting. The realities of war have stimulated

demand for specialists in cybersecurity, the IT sector, psychological support and infrastructure restoration [2]. Modern HR tools now necessarily include digital platforms for remote management and mental health support systems. At the same time, self-employment has increased: in 2023, over 300,000 new sole traders were registered – 7% more than in 2021 [3]. The state has supported these processes by adopting the Law of Ukraine ‘On the Organisation of Labour Relations under Martial Law’ and introducing the ‘eRobota’ grant programme for veterans and internally displaced persons.

Thus, Ukraine’s labour market is undergoing a profound transformation. Overcoming existing imbalances requires the implementation of adaptive HR strategies: developing internal training systems, strengthening the employer brand through the employment of veterans and people with disabilities, and encouraging the return of migrants. Effective human resources management in these conditions becomes the foundation for sustainable post-war economic recovery.

References:

1. Lanska S. & Voskoboinyk D. (2025). *The Transformation of the Ukrainian Labor Market in the Context of Global Economic Challenges. Economics and Organization of Management*, 73-84. <https://doi.org/10.31558/2307-2318.2025.3.7>.
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3. *Ukraine’s Labor Market Trends in the War* // *National Institute Strategic Studies*. – 2024. – URL: <https://surl.li/rxpymn>

Yuliia Biliavska,
PhD in Economics,
Associate Professor of the Department of Management,
State University of Trade and Economics,
Natalia Kropyvnytska,
students pursuing a first-level higher education qualification,
National University “Kyiv Aviation Institute”

HR TOOLS FOR YOUTH INTEGRATION AS FACTORS IN COMBATING UNEMPLOYMENT

Amid the dynamic transformation of the global labour market, driven by digitalisation and geopolitical instability, HR strategies for youth integration are becoming a key factor in business resilience. Today, young people are not merely a vulnerable social group, but a strategic asset capable of driving innovative development and digital transformation within companies [1]. However, traditional barriers to