

CURRENT TRENDS IN LABOR POTENTIAL MANAGEMENT: THE ROLE AND IMPACT OF TECHNOLOGIES AND CHANGES IN THE WORKING BUSINESS ENVIRONMENT

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Abstract: In the course of writing the scientific article, the essence and role of modern trends in the management of labor potential were investigated, the implementation of which becomes an important strategic goal for enterprises in the modern business environment. The study of this topic made it possible to reveal the influence of the latest approaches to personnel management. In particular, the analysis of trends indicates changes in the structure of organizations, moving from hierarchical models to teamwork and emphasizing the importance of cooperation. The emergence of a large number of leaders and an emphasis on corporate culture are becoming key features of the new management approach. The conducted research shows that technology currently plays a decisive role in the modern business environment, providing automation of routine tasks, increasing efficiency and productivity. The use of electronic platforms and online courses makes training and development more accessible and personalized, contributing to the continuous development of personnel.

Keywords: Labor potential, Business environment, Trends, Potential, Enterprise, Development, Personnel-technologies, Innovation processes.

1 Introduction

In the area of labor potential management, modern businesses face both new opportunities and challenges due to the rapid advancement of technology and ongoing changes in the work environment. Changes in the role of technologies, determined by the speed of their implementation and impact on labor processes, as well as the growth of competitive tension and flexibility of the labor market, are aimed at rethinking strategies for human resources management.

The key aspects that require special attention include understanding the impact of digitalization on work processes, rethinking the education and development system in the context of extremely rapid changes in skills and knowledge, and developing flexible and innovative organizational cultures.

The scientific article is aimed at a detailed analysis of current trends in labor potential management, with special attention to the role of technologies in this process. The study of changes in the business environment and their impact on human resource management strategies will help determine the best ways to adapt the enterprise to new conditions and ensure the effective use of human potential in the era of technological innovation.

2 Literature Review

In the course of the research, Kilnitska, O., Yareмова, M., Sushitska, O. (2023) noted that labor potential and the mechanism of its formation are characterized by quantitative and qualitative factors. The authors determined that quantitative indicators, including the size of the working-age population, working hours, unemployment, employment structure, and birth rates interact with qualitative aspects, such as the psychophysiological capacity of the population, education levels, moral and cultural levels, the mobility of employees, labor migration, and activity.

In their scientific work, Bodenchuk L.B., Chebanu M.P. (2022) focused on the consideration of labor resources in terms of their internal content and determining their role and importance in the development of the enterprise's economy. They systematized and classified labor resources according to a two-component structure, identifying a close interrelation between the levels of concentration of these resources at different levels, such as country, region, industry and enterprise. Particular attention is paid to the role of labor resources in the enterprise's production activities, where they determine the improvement of production and economic indicators, quality and quantity of products, as well as competitiveness in the market. The authors also examine the impact of changes to labor legislation under martial law on the efficiency of labor resources and identify the risks related to the misuse of new legislative norms and restriction of employees' rights in the context of deregulation of labor relations.

In addition, Savchenko V., Kononenko L., Karnaushenko A. (2023) devoted their study to a thorough consideration of the issues of assessing and forming labor potential. In their study, the authors highlighted the major challenges that arise in the process of forming labor potential and identified the prospects for this process in the context of implementing a system of lifelong learning. The authors analyzed the interaction between education and labor potential, in particular, paying attention to the significance of training for improving employees' skills and the impact of this process on the overall development of the enterprises' labor potential. They also explored trends and innovations in the field of lifelong education that can help optimize the formation and use of labor potential at different stages of employees' career development.

In her academic paper, Kobeleva T.O. (2021), provides an important contribution to understanding and assessing the labor potential of an enterprise or an organization. The author emphasizes the crucial role of human resources in this potential and determines that the efficiency of an enterprise depends on the workforce, its composition, qualifications and productivity. According to this study, the labor force is the primary element of labor potential that determines its efficiency. The author focuses on the importance of a high level of qualification and the ability of employees to work productively, emphasizing that these aspects related to human resources determine the performance level of an industrial enterprise. The author's research also emphasizes that labor potential management should focus on human resources, taking into account their skills, competencies and active contribution to the production process. This approach is recognized as crucial for achieving a high level of efficiency and competitiveness of the enterprise.

3 Methods

The following methods were used in the course of the research, namely:

- literature review was conducted to analyze the existing theoretical approaches and scientific studies on labor potential management, the role of technologies and changes in the business environment;
- the method of generalization was applied to systematize and draw conclusions about the role and impact of technologies and changes on the management of labor potential;
- comparative analysis was used to determine the impact of changes in the working business environment on labor potential.

4 Research Results

In the current business environment, characterized by rapid changes in technologies, economic and social-cultural transformations, human resources management is becoming an

essential component of enterprises' success. An increase in competition, the introduction of digital innovations and changes in the way we think about workflow are setting new requirements for human resources strategies.

Kara N.I., Yarmus T.B., Stetskiv A.R., Butelskyi Y.Yu., Sadovyak M.B., Pyatnochka B.V. (2023) define labor potential as the total capabilities of employees to actively or passively interact in the production process within a specific organizational structure, taking into account material, technical, technological and other parameters. On the contrary, Murskyi D., Fak D., Bilyak T., Bilyk V.-L., Teslia S. (2023) argue that the labor potential of an enterprise is the limit of possible participation of employees in the production process, taking into account their psychophysiological features, level of professional knowledge and work experience under relevant organizational and technical conditions.

In addition, Kilnitska O., Yareмова M., Sushitska O. (2023) note that the labor potential of an enterprise includes the integral characteristics of all employees that can be effectively directed to achieve the enterprise's strategic goals in the context of permanent development.

The external and internal environments play a significant role in shaping the labor potential of an enterprise, interacting and determining favorable or challenging conditions for the development of labor resources. The external environment, represented by conditions of the labor market, government regulation, quality of life, educational level, culture and other social-economic conditions, initiates and models conditions for the formation of labor potential (Vodolajnska, 2021).

The internal environment, in turn, is determined by management principles, personnel policy, production and labor discipline, organizational culture, the system of employee's incentives, and other internal factors. The interaction of these components creates substantiated conditions for the effective use of the company's labor potential (Balatska, 2022).

The factors outlined influencing the formation of labor potential can be divided into several key categories. Scientific and technical factors determine an innovative approach to organizing production and introducing advanced engineering. Social-economic factors include remuneration, forms of labor organization, social protection and quality of working life. Political and legal factors are determined by organizational and administrative documents and regulations. Natural and climatic aspects include the creation of comfortable working conditions, taking into account climatic conditions. Cultural factors determine the level of organizational culture (Lukyanikhin, V.O., Lynok, D.I., 2023).

At the same time, factors influencing the development of labor potential include professional aspects, physiological parameters, structural and organizational conditions, technical and technological components, as well as socio-psychological aspects. This combination of factors necessitates a systematic and integrated approach to managing the labor potential of an enterprise (Kozak, K.B., Korsikova, N.M., Petrenko, Yu.O., 2022).

The labor potential of an enterprise is determined by quantitative and qualitative structural parameters that are in dialectical unity. Quantitative indicators, such as resource, reserve, and future capabilities, reflect the basic parameters of a quantitative nature, while other features, such as property (attribute aspect) and performance, characterize its qualitative composition. Analyzing the structural components of the labor potential problem is essential to accomplish the study of the issue. This approach involves taking into account not only the essential content of labor potential but also its complex aspects, covering the entire set of social-economic conditions in which the full reproduction of labor potential takes place (Dolyna et al., 2022).

The system of ensuring the quality of labor potential covers various subsystems, including natural and regulatory, economic, organizational and social. Such an integrated combination of structural components of the labor potential is intended to ensure the functioning in order to respond to the needs of both the individual and society arising from the division of labor, specialization and professionalization of the personality (Gavrylenko, 2023).

The labor potential is formed at different levels, taking into account vertical and horizontal aspects, as well as the industry context. Three key levels of labor potential have been investigated, namely: individual labor potential of an employee, organizational labor potential of an enterprise, and general social labor potential. Optimization of this potential, as a criterion of efficiency, can be achieved by increasing the level of labor potential of a particular employee through the effective use of the emergent effect and improving all stages of reproduction of labor potential at all levels (Mitsenko et al., 2022).

Thus, the company's labor resources are the driving force of production and service delivery. In the face of constant changes, the composition, qualifications and effective use of these resources, as well as the attitude of employees to their work, play a crucial role. The formation of the enterprise's labor potential is significantly determined by various factors, such as political, economic, technological, environmental and spiritual aspects (Lukyanikhin, et al., 2023).

In addition, it is worth noting that one of the priority areas of managerial influence on the development of labor potential focuses on the educational component. The educational component of developing labor potential is defined as a set of processes in the field of education and training aimed at improving the qualitative characteristics and quantitative indicators of this potential (Kachan et al., 2021).

Currently, successful Ukrainian enterprises are implementing their own systems and programs for developing labor potential. For instance, "Guala Closures Technologica Ukraine" LLC and "Aeroc" LLC possess their own unique systems of formation and development of labor potential, which includes modern personnel technologies and defines a strategy for ongoing professional development of the personnel. This system is aimed at forming and developing intellectual potential, knowledge management and implementing a strategy for accelerated evolutionary development of the enterprise. The goal is to create an intelligent, self-learning elite organization for achieving competitive production at the global level (Skybinska et al., 2022).

However, there are complex general problems in the current system of managing the labor potential of domestic enterprises that basically arise due to insufficient understanding of the staff's needs and irrational use of labor potential. The solution to these problems requires not only the use of the internal experience of previous years but also the application of international best practices in the formation and regulation of personnel relations (Muterko et al., 2023). The analysis of this aspect should take into account the unique features of each national lifestyle, which influences the perception of work and labor potential management. Cultural and historical contexts also play a crucial role in determining effective strategies for human resources management. In addition, it is important to harmonize approaches to managing labor potential with the current business environment in order to take into account new trends and challenges emerging in the business environment. Flexibility in using management methods and considering the dynamics of changes in society is a key factor in the success of strategies for managing the labor potential of national enterprises (Table 1).

Table 1. Modern trends in the field of labor potential management

Trend	Features
Changes in the structure of the organization	Shift from a hierarchical model to teamwork, emphasizing the importance of cooperation
Emergence of a large number of leaders	Any employee can become a leader, regardless of age, status or education
The influence of culture on business	Corporate culture as a competitive advantage, focuses on creating a representative image of the company
The need to involve employees in the work process	Employees are voluntarily involved in projects; the emphasis is on understanding the meaning of work and developing practical skills
Redistribution of responsibility in the field of personnel training	Employees' self-directed professional development, transition from traditional schemes to self-organization
Implementation of design thinking	Providing a creative workspace that meets the employees' needs in order to increase productivity
Improving the organizational skills of HR specialists	Focus on business, innovative solutions, and the use of analytics for effective human resources management
The use of HR analytics	Formation of analytical teams for effective management and making informed personnel decisions
The use of digital technologies in HR	Implementation of digital solutions to optimize processes of human resources management and improve communication
Development of gig economy	The use of short-term forms of employment and engagement of specialists for project work

Source: Compiled by the author based on (Markina et al., 2021)

Thus, the management of an enterprise's labor potential is determined by a set of tasks aimed at improving various aspects of corporate life. Key areas of focus include increasing productivity, effective training and development of staff, improving working relationships and fostering a creative environment (Kuchina, 2022). In addition, its primary goal is to improve the quality of working life, stimulate creative ideas and free managers from monotonous tasks. It also aims to balance the interests of the company and its employees. Implementation of this approach helps attract and retain staff, as well as increases their readiness and adaptability to innovations while forming team relationships.

Modern technologies are becoming a significant catalyst for changes in the field of labor potential management. They are essential for the effective and strategic management of the company's labor potential, and also influence all aspects of organizational life, ensuring increased productivity, staff training

and development, flexible working models, improved communication and stimulating working conditions. Technologies are setting new standards and are the key strategic partner in achieving the company's goals (Shatalova, 2023).

The intensification of innovation processes in all spheres of an enterprise's activity has led to the development of technologies aimed at improving the efficiency of operations based on the advancement of internal business processes, in particular, labor potential management processes (Table 2). The latest technologies are transforming workforce management, creating new opportunities and identifying key trends. This impact encompasses several aspects that define modern organizational dynamics: efficiency, productivity, learning, innovation, engagement, flexible working models, collaboration and communication (Voloshyn, 2023; Nazarchuk, 2023).

Table 2. Modern technologies in labor potential management

Name of the technology	Features of the technology	The subsystem of control
Technologies of agency labor		
Leasing of personnel	Temporary or fixed-term staff engagement is a strategic solution to solve the outlined problems of the enterprise. This method is effective in the context of changes in strategic priorities and the need to optimize personnel costs. At the same time, it guarantees the right amount of labor to successfully complete tasks, which is becoming increasingly important in today's dynamic business environment.	Personnel analysis, recruitment, hiring, appraisal and rotation processes
Outsourcing	Decentralization of tasks, functions and processes within an enterprise involves the transfer of particular, sometimes non-core, responsibilities to specialized companies. This strategy is based on the recognition that specialized information, marketing, financial and other professionals can perform these tasks reliably and efficiently.	
Outstaffing	Human resources that previously belonged to the customer's staff are transferred to the patronage of an organization specializing in outstaffing. That is, this organization actually assumes formal responsibility for the company's personnel, including their registration in its internal staff, which allows solving the issue of temporary suspension of employees who are currently unemployed	
Training technologies		
Coaching	Implementation of the method of indirect training, which involves the transfer of extensive experience from highly qualified employees to less experienced workers during their interaction; it is determined by mentoring and consulting. This process, acting as an effective tool for personal and professional development, helps maximize the use of the individual's internal potential, which increases overall labor efficiency	Training of the staff, motivation of the staff
Technologies for recruiting and hiring staff		
Headhunting	Recruitment agencies search for highly qualified experts of the most advanced level, taking into account the client's unique characteristics, requirements for candidates and work environment. In order to achieve this goal, they use direct and specific search methods aimed at ensuring an optimal match between candidates and the client's needs	Recruitment and hiring of personnel
Recruiting	Recruitment agencies search for highly qualified middle-level specialists. They ensure a high-quality selection of candidates that meet all the needs of their clients by using their existing	

	candidate databases and effectively placing advertisements in the media.	
Screening	Recruitment agencies systematically recruit low-level support and service personnel based on formal criteria such as gender, age, education, and work experience. They receive resumes of potential candidates and pass them on to the customer, who makes an independent decision on the selection of the necessary personnel.	
“Weaving networks” and direct search	The consultant uses his or her own resources and networks to effectively search for a suitable candidate. In another case, the consultant, together with the client, identifies a company where the required employee can work, establishes his or her possible position, and submits a business offer to a potential applicant	
Technologies for improving the efficiency of staff		
Reengineering	A fundamental reorganization (redesign) of the company’s business processes is aimed at achieving significant improvements. It helps improve human resources management and opens up opportunities to increase the efficiency of the team (productivity, quality, etc.).	Creating working conditions
Technologies for incentivizing the staff		
Internal marketing	The implementation of the marketing approach to human resources management covers the formation, stimulation, coordination and integration of the team in order to satisfy the customer through interaction, motivation and customer focus; this implies that the staff knows its strategic importance in achieving the goals of the enterprise and shows great commitment to their work	Motivation of the staff
Technologies for monitoring the work of the staff		
Mystery shopper	Using the method of disguised surveillance of personnel activities, conducted in the form of a client, is an effective tool for assessing employees’ compliance with the established rules, regulations and standards related to the performance of professional duties and servicing customers. This approach makes it possible to determine the level of competence and professional skills of the staff in real conditions.	Evaluation of personnel
Information technologies		
Automated information system for personnel management	The use of specific software and advanced technologies makes it possible to automate and optimize business processes in human resources management. This ensures the creation of an effective and modern system for managing the company’s labor potential, contributing to increased productivity and expanding opportunities in human resource management	All subsystems of management
An automated workplace of the employee	A specialized software package designed to perform professional tasks, including technical means of automation and optimization of organizational processes. Such a workstation provides a highly efficient solution to the employee’s tasks directly at his or her workplace, which contributes to increased productivity and convenience of performing work duties	Legal and information support for human resources management

Source: Compiled by the author based on (Vdovichena et al., 2022)

Thus, modern technologies in the management of the enterprises’ labor potential have become an important catalyst for change, increasing productivity, facilitating staff training and development, introducing flexible working models and improving communication. Innovative processes, such as agency work, outsourcing, training technologies, etc., help optimize labor management, ensuring that companies remain competitive and flexible in a changing business environment (Piwowar-Sulej, 2021; Nazarchuk, 2022).

For the purpose of conducting further research, it should be noted that situations inevitably arise that require enterprises to adapt and implement changes in the light of the rapid development of the modern business environment. Changes in the working business environment can have a significant impact on the labor potential of an enterprise, opening up new opportunities and challenges for it (Havrysh, 2021). Consequently, it is expedient to analyze the positive and negative effects of changes in the working business environment on labor potential (Table 3).

Table 3. Positive and negative effects of changes in the working business environment on labor potential

The direction of changes	Positive effects	Negative effects
The use of technologies	Increasing the efficiency of personnel management by automating and optimizing business processes	Possibility of losing jobs due to automation and robotization, which can cause social and economic problems
Flexible working models	Creating conditions for flexible work schedules and remote work, which helps improve work-life balance	Lack of work-life balance, which can cause stress and reduce the quality of life of employees
Development and training	Providing opportunities for lifelong training and development of staff, which increases their skills and engagement	Difficulties in implementing new technologies and employees’ resistance to training, which can limit their professional development
Innovative business processes	Implementation of innovative approaches in business processes, which helps increase creativity and improve working methods	The cost and time to implement innovations can be high, especially for small and medium-sized enterprises
Efficiency of communication	Enhancing internal and external communication through the use of modern communication tools and collaborative platforms	Challenges in understanding and interaction due to remote work and dependence on electronic communication

Source: Compiled by the author based on (Khromushyna, 2023)

Thus, the processes of development and renewal do not bypass human resources management systems and require the search for more effective methods and tools. The employee himself, once

considered as an object of management, has now become an object of study, which opens up new opportunities for the

development and implementation of innovative technologies (Levchenko et al., 2021).

In the modern environment, it is important to focus on technologies that provide optimal conditions for developing employees' potential and meeting their expectations and needs. Therefore, the need arises to intensify the use of advanced personnel technologies that not only meet the modern requirements of the business environment but also provide an opportunity to effectively solve the current tasks of personnel work. Such technologies act as a catalyst for improving the efficiency of human resources management and contribute to the achievement of the organization's strategic goals.

5 Discussion

We share the viewpoint of Kilnitska O., Yaremova M., Sushitska O. (2023) that labor potential and the mechanism of its formation cover qualitative and quantitative aspects. Numerical parameters include indicators such as the number of working-age population, total working hours, employment structure, birth rate and unemployment. At the same time, qualitative characteristics, such as psychophysiological readiness, level of education, moral and cultural development, mobility and labor activity, also play a significant role in the formation and evaluation of labor potential.

We partially agree with the authors Bodenchuk L.B., Chebanu M.P. (2022) since they define the concept of labor resources from the standpoint of internal content and present a classification of these resources according to their two-component structure; however, the context of the external environment is also an important aspect in this matter. At the same time, this approach makes it possible to consider labor resources as a complex system, the interconnection between which determines the level of concentration at different levels – in the country, region, industry and enterprise. According to their studies, the role and importance of labor resources in the production activities of an enterprise are determined by the employees' qualifications and the organization of their work, which influences production and economic performance and competitiveness. In addition, the scholars consider changes to labor legislation under martial law, which may affect the efficiency of labor resources, and identify risks of misuse of new norms and restriction of employees' rights.

We agree with Savchenko V., Kononenko L., Karnaushenko A. (2023) because their study highlights significant aspects of labor potential assessment and formation. The authors not only thoroughly analyze the major challenges in the process of forming labor potential but also determine the prospects for this process, in particular in the context of implementing a system of lifelong learning. Their observations on the interaction between education and labor potential reflect significant relationships, especially in the context of advanced training and its impact on the development of the labor potential of enterprises. In addition, this study also takes into account current trends and innovations in the field of lifelong learning, which can contribute to the effective formation and use of labor potential at all stages of employees' career development.

We support the conclusions of Kobeleva T.O. (2021) since her research proves that human resources are the basis of the labor potential of an enterprise or organization. This study states that the workforce, its composition, qualifications and efficiency determine the success of an enterprise. The author considers the labor force as the main element of labor potential and determines that it forms the efficiency of this potential. It is noted that a high level of qualification, the ability to work productively, and other aspects related to human resources determine the performance of an industrial enterprise. This study emphasizes that labor potential management should focus on human resources, taking into account their skills, competencies and active contribution to the production process. This approach makes it possible to achieve a high level of efficiency and competitiveness of the enterprise.

6 Conclusions

Current trends in labor potential management indicate profound changes in approaches to personnel management at enterprises. Labor potential is a complicated system of quantitative and qualitative criteria that is influenced by both quantitative and qualitative parameters. Its quality is determined by structural components, including natural and regulatory, economic, organizational and social subsystems.

Technologies are becoming a key catalyst for change in this context, offering a variety of tools and approaches to optimize labor potential. The use of modern HR technologies allows businesses to increase productivity, improve staff training and development, implement flexible working models, and improve the quality of communication.

It is crucial to keep in mind that the optimization of labor potential includes different levels, such as the labor potential of the employee, the enterprise and society. Managing this potential involves developing strategies aimed at improving all aspects of corporate life, including increased productivity, effective training, a creative environment, and a higher quality of working life.

In general, modern technologies are becoming not only a tool for achieving the strategic goals of enterprises but also a key element in managing labor potential, which ensures their competitiveness and adaptation to changes in the business environment.

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