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TRANSFORMATION OF THE HUMAN RESOURCE MANAGEMENT SYSTEM IN THE BANI WORLD: A CONCEPTUAL MODEL OF DYNAMIC RESILIENCE

The article examines the transformation of the human resource management system in the BANI world, characterized by the brittleness, anxiety, nonlinearity, and incomprehensibility of socio-economic processes. Particular attention is paid to the challenge of ensuring sustainable and effective employee engagement in business development amid increasing volatility in labor relations, accelerating digitalization, and generational shifts in the labor market. It is argued that traditional human resource management models and tools are gradually losing their effectiveness, creating a need for a transition toward a flexible, adaptive, and self-developing HR system. Based on an analysis of contemporary academic approaches and research conducted by the international consulting firm McKinsey & Company, the study systematizes the key directions in the transformation of HR and talent management operating models. The findings indicate that, under the influence of the BANI environment, contemporary human resource management systems are approaching a phase transition that requires a reconsideration of the goals, functions, and role of HR in ensuring organizational resilience. The study substantiates the need to develop a dynamic resilience model of the human resource management system capable of adapting to nonlinear environmental changes, integrating digital technologies, and supporting continuous organizational development. The proposed approach combines adaptability, proactivity, digital maturity, and the capacity of the HR system to recover and reconfigure rapidly in response to changes in the internal and external environment. Particular emphasis is placed on the transformation of the HR function from a predominantly administrative role into a strategic business partner capable of anticipating workforce-related risks, supporting talent development, and strengthening organizational capacity for change. It is established that the further transformation of HR systems will take place at the intersection of digital technology trends, sustainable development principles, and a human-centered approach. In this context, human capital is viewed not merely as a resource but as a key agent in shaping business adaptability, resilience, and long-term competitiveness.

Keywords: transformation, organizational development, human resource management, digitalization, management, change management.

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ТРАНСФОРМАЦІЯ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ В УМОВАХ BANI-СВІТУ: КОНЦЕПЦІЯ МОДЕЛІ ДИНАМІЧНОЇ СТІЙКОСТІ

У статті досліджено трансформацію системи управління персоналом в умовах BANI-світу, що характеризується крихкістю, тривожністю, нелінійністю та незбагненністю соціально-економічних процесів. Актуалізовано проблему забезпечення стійкого та результативного залучення працівників до розвитку бізнесу в умовах зростання



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волатильності трудових відносин, прискорення цифровізації та зміни поколінь на ринку праці. Обґрунтовано, що традиційні моделі та інструменти управління персоналом поступово втрачають ефективність, що зумовлює необхідність переходу до гнучкої, адаптивної та саморозвивальної HR-системи. На основі аналізу сучасних наукових підходів і результатів досліджень міжнародної консалтингової компанії McKinsey систематизовано ключові напрями трансформації операційної моделі служб управління персоналом та управління талантами. Визначено, що під впливом викликів BANI-середовища сучасна система управління персоналом наближається до фазового переходу, який передбачає переосмислення цілей, функцій і ролі HR у забезпеченні організаційної стійкості. Обґрунтовано доцільність формування моделі динамічної стійкості системи управління персоналом, здатної адаптуватися до нелінійних змін середовища, інтегрувати цифрові технології та підтримувати безперервний організаційний розвиток. Запропонований підхід передбачає поєднання адаптивності, проактивності, цифрової зрілості та здатності HR-системи до швидкого відновлення й перебудови відповідно до змін зовнішнього і внутрішнього середовища. Акцентовано на трансформації ролі HR-служби від переважно адміністративної функції до стратегічного партнера бізнесу, спроможного прогнозувати кадрові ризики, підтримувати розвиток талантів та формувати організаційну спроможність до змін. Встановлено, що подальша трансформація HR-систем відбуватиметься на перетині цифрових технологічних трендів, принципів сталого розвитку та людиноцентричного підходу. Людський капітал при цьому розглядається не лише як ресурс, а як ключовий суб'єкт формування адаптивності, стійкості та довгострокової конкурентоспроможності бізнесу.

Ключові слова: трансформація, організаційний розвиток, управління персоналом, цифровізація, менеджмент, управління змінами.

Problem statement. The rapid acceleration of technological change, the digitalization of business processes, the proliferation of artificial intelligence, growing geopolitical instability, and the transformation of employment models are fundamentally reshaping the operating environment of modern organizations. While the VUCA framework has long been used to explain the dynamics of the external environment, the BANI concept has recently gained increasing prominence, emphasizing the brittle, anxious, nonlinear, and incomprehensible nature of the contemporary world. Under these conditions, traditional approaches to human resource management are becoming increasingly ineffective, as they are primarily designed to maintain operational stability rather than to enable systems to adapt rapidly to continuous change.

The transformation of human resource management systems is becoming one of the key factors in ensuring organizational resilience, competitiveness, and the long-term development of enterprises. This requires a reconsideration of the role of HR functions and a shift from predominantly administrative responsibilities toward the development of adaptive mechanisms for human capital development, innovation support, and enhanced organizational resilience. In this context, particular importance should be attached to the development of conceptual models capable of integrating contemporary approaches to human resource management with the patterns governing the development of complex socio-economic systems.

Analysis of recent research and publications. Both Ukrainian and international scholars have extensively addressed the theoretical and applied aspects of the transformation of human resource management systems. Contemporary HR management concepts have been significantly influenced by the work of D. Ulrich, who developed the strategic HR Business Partner model, as well as by analytical research conducted by the international consulting firm McKinsey & Company on

emerging HR operating models. Further developments in this field are associated with the concepts of digital transformation, talent management, organizational agility, employee experience, and the application of artificial intelligence in HR processes [1-2].

At the same time, considerable research attention has been devoted to the functioning of organizations in unstable and highly uncertain environments. The VUCA and BANI concepts have provided a theoretical basis for understanding emerging management challenges. The transformation of human resource management systems in the context of digitalization, instability, and increasing uncertainty has attracted considerable attention from both international and Ukrainian scholars. Particular attention has been given to contemporary approaches to human capital management and the advancement of digital HR technologies. Another important area of research concerns organizational resilience and the adaptation of human resource management systems to emerging challenges [4].

Koshchii O., Koretska N., and Vasylyk N. examine the functioning of organizations in the transition from the VUCA to the BANI environment, substantiating the need to develop new managerial competencies, enhance organizational adaptability, and reconsider traditional approaches to management [6].

Tymoshenko V. investigates approaches to assessing transformations in enterprise human resource management systems, focusing on the digitalization of HR processes, the development of HR analytics, the transformation of HR functions, and the need to evaluate the effectiveness of changes in human resource management [9].

Kharkovyna O. and Bielousov Ya. provide a theoretical and methodological analysis of the fundamental concepts of human resource management in the context of contemporary economic transformation, refine the conceptual framework of HR management, and identify current trends in the development of human resource management systems [10].

Ovcharuk O. and Onushkanych Ya. propose an integrated model of crisis-oriented human resource management for Ukrainian enterprises operating under wartime conditions, with particular emphasis on workforce resilience, business continuity, and the adaptation of HR policies to crisis environments [7].

Panchenko I. and Kryvenko N. explore the development of human resource management strategies in the context of business digital transformation, substantiating the role of digital technologies, HR analytics, artificial intelligence, HR process automation, and the development of employees' digital competencies in strengthening organizational competitiveness [8].

Hrebeniuk H. analyzes transformational changes in human resource management systems in the context of digitalization, identifies current trends in the digital transformation of the HR function, examines the implementation of digital technologies in human resource management, and assesses their impact on enterprise performance [5].

Vasylieva O. investigates the digital transformation of human resource management, proposes a classification of contemporary HR technologies, and analyzes their implementation in organizational practice, with particular emphasis on HR process automation, the use of digital platforms, and the development of a digital HR environment [3].

At the same time, an analysis of the aforementioned studies indicates that, despite substantial contributions to the theory and practice of human resource management, several important aspects remain insufficiently explored. In particular, the integration of the BANI concept, the theory of self-developing systems, and contemporary HR operating models into a comprehensive conceptual framework for ensuring the dynamic resilience of human resource management systems requires further investigation. Addressing this research gap determines both the relevance and the scientific novelty of the present study.

Despite the considerable body of research devoted to the transformation of the HR function, most studies focus on individual dimensions of human resource management development, including digitalization, Agile approaches, HR analytics, employee experience management, and the application of artificial intelligence. However, the comprehensive integration of contemporary management concepts with the principles governing the development of self-developing socio-economic systems remains underexplored.

Therefore, further theoretical substantiation is required for a conceptual model that integrates the theory of self-developing systems, the VUCA and BANI frameworks, and contemporary HR operating models, while explaining the mechanisms through which the dynamic resilience of human resource management systems can be ensured under conditions of high uncertainty.

The aim of the article is to develop a conceptual model of the dynamic resilience of the human resource management system in the BANI world by integrating the theory of self-developing systems, contemporary concepts of organizational development, and current models of HR function transformation, as well as to identify the key directions for its practical implementation in modern organizations.

Presentation of the main research findings. Modern organizations operate in an environment characterized by rapid change, nonlinear processes, technological turbulence, and a growing number of events that are difficult to predict. Under these conditions, traditional management models based on stability and predictability are gradually becoming less effective. This creates a need for new conceptual approaches capable of explaining the patterns of organizational development in complex and rapidly changing environments.

The methodological foundation of this approach is the theory of self-developing systems. According to this theory, complex socio-economic systems not only respond to external changes but are also capable of restructuring themselves, modifying their operating mechanisms, and shaping new development trajectories (Fig. 1).

Unlike self-regulating systems, self-developing systems are primarily characterized by the continuous renewal of their internal relationships, objectives, and interaction mechanisms in response to changes in the external environment.

The human resource management system exhibits the key characteristics of a self-developing socio-economic system. It integrates management processes, human capital, organizational culture, digital technologies, and decision-making mechanisms, all of which continuously evolve under the influence of both internal and external factors.

For a considerable period, the VUCA framework served as a fundamental model for explaining changes in the external environment. It describes the world in terms of Volatility, Uncertainty, Complexity, and Ambiguity. Over recent decades, this framework has significantly influenced the development of strategic management and contemporary HR models.

However, recent developments in the global economy have demonstrated that even the VUCA framework no longer fully captures the nature of contemporary challenges. The COVID-19 pandemic, large-scale digitalization, geopolitical conflicts and warfare, the rapid development of generative artificial intelligence, and the transformation of the labor market have contributed to the emergence of a new conceptual framework – BANI.

Unlike VUCA, the BANI framework emphasizes the brittleness of systems (Brittle), heightened anxiety (Anxious), nonlinear patterns of development (Nonlinear), and the incomprehensibility of cause-and-effect relationships (Incomprehensible). Therefore, the

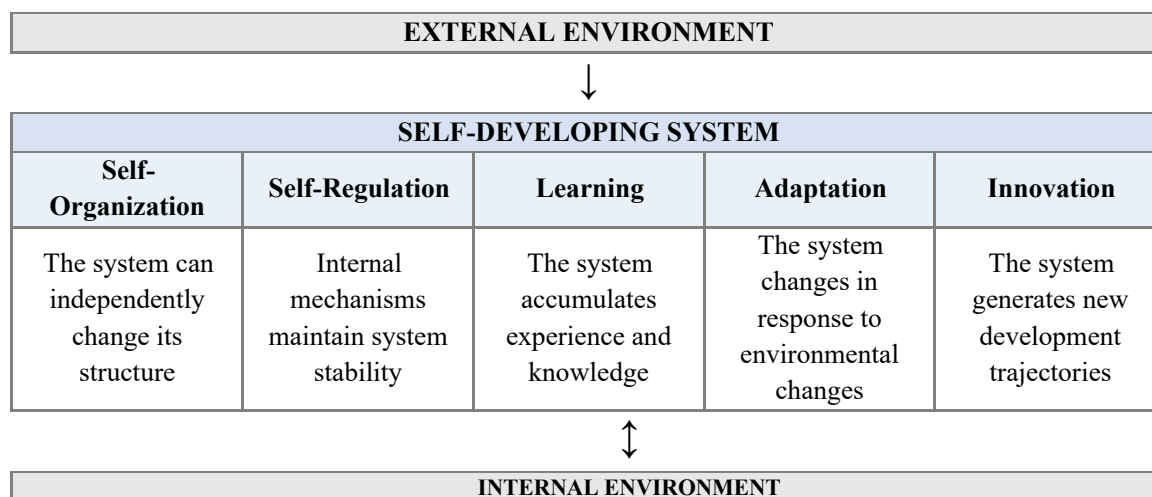


Figure 1. Structure of a Self-Developing System

Source: formed by the authors based on [1-5]

primary objective of a contemporary human resource management system is no longer limited to adapting to change; it also involves developing the organizational capacity to rapidly reconfigure its operating mechanisms in response to an increasingly complex and unpredictable environment (Fig. 2).

Under these conditions, the human resource management system evolves from a service-oriented function into a strategic mechanism for ensuring organizational resilience.

The further development of the human resource management system can be viewed as the result of the interaction among several interconnected processes:

- the evolution of the self-developing system;
- the transformation of the external environment;
- the digitalization of management;
- the changing role of employees;
- the integration of artificial intelligence into HR processes;

the development of organizational culture.

Accordingly, HR transformation should not be limited to individual functional changes. Rather, it involves a comprehensive reconfiguration of the entire human resource management system, enabling the organization to maintain its effectiveness regardless of the level of instability in the external environment.

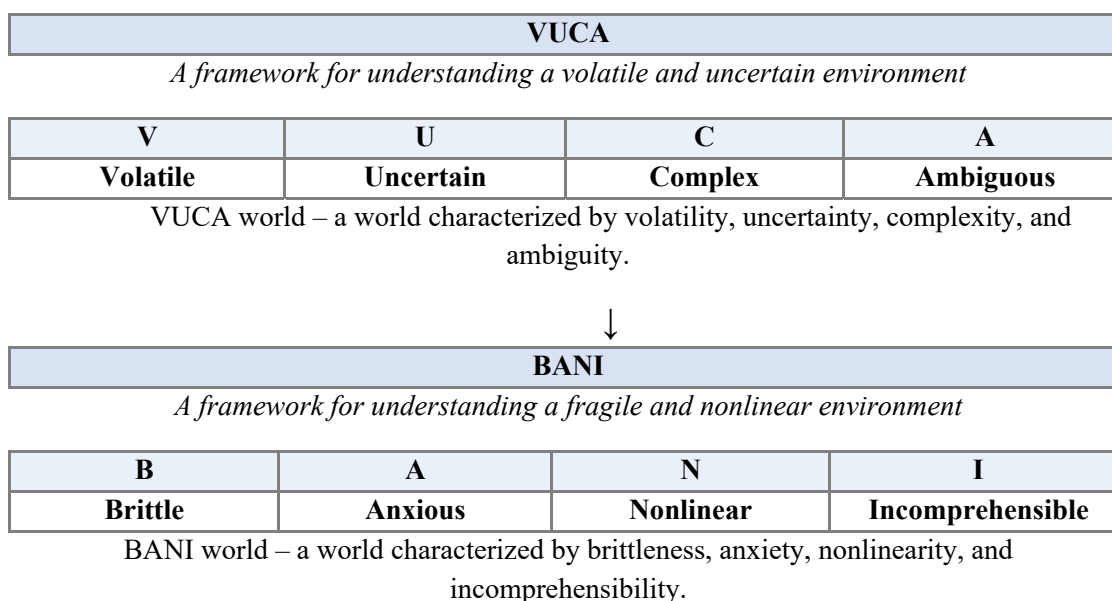


Figure 2. Comparative Characteristics of the VUCA and BANI Frameworks

Source: formed by the authors based on [1-2]

For this reason, dynamic resilience becomes a key characteristic of the contemporary HR system. In this study, dynamic resilience is defined as the capacity of a human resource management system to continuously adapt to change while maintaining its strategic integrity, functional effectiveness, and potential for further development.

The transformation of human resource management systems in the BANI world is not driven by any single factor. Instead, it results from a combination of interconnected driving forces that determine the direction, pace, and nature of organizational change. Within this study, these driving forces are conceptualized as transformation attractors – factors that shape new development trajectories for the HR system and determine its capacity to adapt to an unstable environment.

Unlike traditional interpretations of external environmental factors, attractors not only influence the system but also reshape the logic of its functioning, stimulating the emergence of new management practices, organizational structures, and models of interaction with employees.

Based on the analysis conducted, eight key attractors that drive the contemporary transformation of human resource management systems have been identified (Fig. 3).

Each of the identified attractors performs a distinct function in the transformation of the HR system; however, their effects emerge through their interaction rather than in isolation. The combined influence of these factors facilitates the development of a new human resource management model aimed not only at maintaining organizational effectiveness but also at strengthening the organization's capacity to adapt continuously to change.

Technological advancement drives the digitalization of HR processes and the adoption of artificial intelligence tools. Demographic changes necessitate a reconsideration of approaches to team formation, talent development, and intergenerational collaboration. Economic instability increases the need for greater flexibility in HR policies and more effective utilization of human capital. Social transformations, in turn, bring employee well-being, inclusion, and the development of organizational culture to the forefront.

At the same time, increasing geopolitical instability and warfare, changing employment models, the expansion of the digital economy, and evolving employee expectations are creating fundamentally new requirements for the organization of the HR function. Taken together, these attractors create conditions in which traditional approaches to human resource management become increasingly ineffective, giving way to more adaptive HR operating models.

1. Artificial Intelligence and Data Analytics Automation of routine HR processes; AI-based decision support; data-driven HR management; predictive analytics.	2. Total Employee Experience (EX) A holistic approach to the employee journey; personalization of the employee experience; continuous improvement of key touchpoints.
3. Flexibility and New Models of Work Hybrid and remote work; flexible employment models; greater autonomy and adaptability.	4. Lifelong Learning and Skills Development Continuous reskilling and upskilling; digital competencies; learning embedded in work processes.
5. Diversity, Equity, and Inclusion (DEI) Inclusive organizational practices; equal opportunities; diversity as a source of organizational capability.	6. Agile Organization and Rapid Adaptation Adaptive HR processes and structures; cross-functional collaboration; rapid responses to change.
7. Well-Being and Mental Health Support for employees' physical, mental, and emotional well-being; sustainable performance and engagement.	8. Sustainability, ESG, and Social Responsibility Integration of sustainability principles, ESG priorities, and social responsibility into people management.

Figure 3. Eight Innovative Transformation Attractors

Source: formed by the authors based on [3-10]

The influence of the identified attractors has led to a fundamental reconsideration of the role of the HR function in modern organizations. Whereas HR activities were previously focused primarily on personnel administration and the support of individual business processes, the HR function is increasingly assuming the roles of a strategic business partner, an integrator of organizational change, and a driver of digital transformation.

Analytical research conducted by McKinsey & Company points to the emergence of new HR operating models that reflect different approaches to organizing human capital management. Each model is characterized by distinct principles of responsibility allocation, varying levels of digital technology adoption, different managerial roles, and varying degrees of employee involvement in management decision-making [1].

Within the context of this study, these models are interpreted as possible evolutionary configurations of the human resource management system under the influence of transformation attractors. The Ulrich+ Model – the key characteristics of this model include:

- strategic HR Business Partners (HRBPs) establish functional links across HR units and assume responsibility for the practical implementation of best practices developed by HR Centers of Excellence;
- HR Centers of Excellence at the corporate level are streamlined and operate as small teams, supported through virtual professional communities and communication platforms by leading HR experts and highly experienced HR Business Partners;
- HR services become fully global and standardized, while operational processes are fully digitalized.

This model represents a further development of Dave Ulrich's classical model [2].

Unlike the traditional model, HR Business Partners not only interact with business units but also assume direct responsibility for implementing practices developed by the Centers of Excellence. The Centers of Excellence themselves become more streamlined, evolving into teams of highly specialized experts supported by global HR services and digital infrastructure.

Today, many HR executives believe that the classical Ulrich model no longer fully meets contemporary organizational needs. HR Business Partners often lack the time and competencies required to continuously monitor emerging HR trends, while the limited flexibility of Centers of Excellence may slow organizational responses to change. At the same time, traditional organizational boundaries are becoming increasingly blurred.

Such challenges are particularly common in large multinational companies with mature and relatively stable business models.

Agile HR Model – the key characteristics of this model include:

- HR teams are organized around products, services, or specific business challenges;

- small cross-functional teams are established and empowered to make decisions autonomously;
- the number of hierarchical levels is minimized;
- primary emphasis is placed on rapid adaptation and continuous improvement.

The Agile HR model applies the principles of agile software development to human resource management.

Instead of relying on a traditional functional HR structure, organizations establish autonomous teams responsible for the entire lifecycle of an HR product or service.

These teams independently set priorities, rapidly test new solutions, and continuously improve them based on feedback from employees and the business.

This enables organizations to respond to changes in the external environment significantly faster than would be possible under a traditional hierarchical model.

Employee Experience-Driven (EX-Driven) Model – in this model, the HR function focuses its efforts on continuously improving the key stages of the employee journey within the organization.

At the same time, all other HR activities are standardized to the greatest extent possible, while clear end-to-end accountability is established for HR strategy, policies, processes, and their outcomes.

The objective of this model is to provide the organization with a competitive advantage by developing a world-class HR function built around Employee Experience.

Prioritizing employee experience means concentrating resources on the moments and interactions that matter most throughout the employee journey.

For example, HR, IT, and operations professionals may jointly assume responsibility for designing, implementing, and continuously improving the onboarding process for new employees.

By creating an employee experience aligned with global best practices, the HR function becomes a driving force for integrating previously fragmented functional units and addressing the fragmentation of processes and data that remains common in many modern organizations.

Companies adopting this model rely to a considerable extent on a relatively small number of highly qualified experts with clearly defined areas of expertise.

Leader-Led Model – the key characteristics of this model include:

- responsibility for human resource management is fully delegated to business unit leaders, including responsibility for HR-related budgets covering recruitment, onboarding, employee development, and other people-related activities;
- the HR function provides managers with professional expertise, tools, and services in the field of human resource management;
- organization-wide HR policies, procedures, and regulations are reduced to the minimum necessary,

except where required by applicable legislation and regulatory requirements.

Under this model, the HR director delegates responsibility for people management to business units, including control over budgets related to recruitment, onboarding, and employee development.

In practice, business unit leaders become the primary people managers, while the HR function evolves into a highly professional service center that provides them with contemporary tools, methodologies, expertise, and advisory support.

At the same time, this model involves a significant managerial trade-off: the HR function relinquishes responsibility for those people management activities that are not required by law or regulatory requirements.

Machine-Powered Model – the key characteristics of this model include:

- extensive automation of HR processes;
- widespread application of artificial intelligence and machine learning;
- data-driven HR decision-making;
- the use of digital tools to support employees throughout their entire professional journey within the organization.

Under this model, most standardized HR processes are automated through digital platforms.

Artificial intelligence is used to analyze large volumes of data, predict potential risks, and generate recommendations related to recruitment, employee development, learning, and retention.

The role of HR professionals is consequently changing: they are becoming less involved in administrative tasks and increasingly focused on strategic decision-making, human capital development, change management, and organizational culture.

Thus, digital technologies do not replace the HR function; rather, they significantly expand its capabilities and enhance the quality of managerial decision-making.

The analysis of the theory of self-developing systems, the contemporary VUCA and BANI frameworks, and emerging HR operating models provides important insights into the effectiveness of human resource management systems under current conditions. Their effectiveness is determined not by the ability to maintain a fixed state, but by the capacity to continuously adapt to changes in the external environment without compromising strategic integrity.

On this basis, an original conceptual model of the dynamic resilience of the human resource management system is proposed, integrating the principles underlying the development of self-developing systems with contemporary approaches to human capital management. Unlike traditional models, which are primarily designed to maintain the stability of business processes, the proposed model conceptualizes the human resource management system as an open and adaptive system capable of reconfiguring its structure, functions, and

interaction mechanisms in response to emerging challenges in the external environment.

The defining characteristic of the proposed model is dynamic resilience, understood as the capacity of the human resource management system to ensure the continuity of an organization's strategic development through the timely adaptation of management processes, competencies, organizational culture, and digital tools to changes in the external environment (Fig. 4).

The proposed model integrates several interconnected components:

- the BANI environment as a source of transformational challenges;
- transformation attractors that determine the development trajectory of the HR system;
- contemporary HR operating models as mechanisms of organizational adaptation;
- mechanisms of digital transformation, human capital development, organizational culture, and leadership;
- system-level outcomes in terms of organizational resilience, innovation capacity, adaptability, and long-term competitiveness.

Within the proposed model, all components interact continuously. Changes in one component trigger transformations in others, reflecting the principles underlying the functioning of self-developing systems.

The practical value of the model lies in its potential application as a methodological framework for transforming human resource management systems across enterprises operating in different sectors of the economy. The proposed approach makes it possible to:

- assess the readiness of an HR system to operate under conditions of high uncertainty;
- identify priority areas for HR function transformation;
- integrate digital technologies and artificial intelligence tools into human resource management;
- enhance organizational adaptability to crises and disruptions;
- ensure that human capital development is aligned with the strategic objectives of the enterprise.

Thus, the model can serve as a conceptual framework for developing organizational transformation programs, designing HR strategies, and evaluating the effectiveness of contemporary human resource management systems.

Conclusions. The study confirms that the transformation of human resource management systems in the BANI world requires a fundamental reconsideration of traditional approaches to organizing the HR function. The application of the theory of self-developing systems makes it possible to conceptualize HR not as a collection of separate personnel processes, but as an open socio-economic system capable of continuous adaptation and development.

The study systematizes the key transformation attractors of human resource management systems,

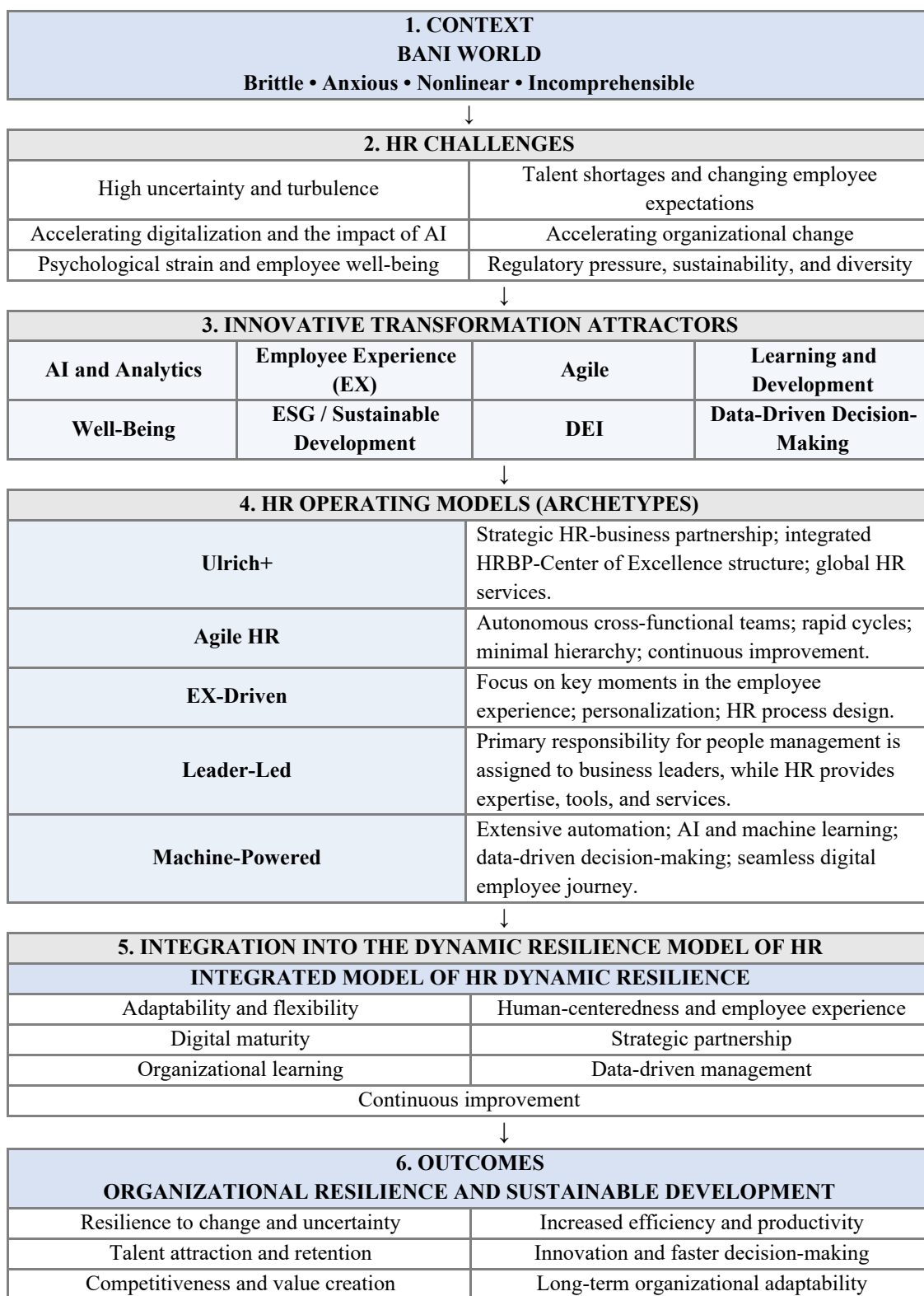


Figure 4. Authors' Conceptual Model of the Dynamic Resilience of the Human Resource Management System

Source: formed by the authors based on [1-10]

synthesizes contemporary HR operating models, and substantiates their relationship with the VUCA and BANI frameworks. The main outcome of the study is

the development of a conceptual model of the dynamic resilience of the human resource management system, integrating the principles of the theory of self-developing

systems with contemporary approaches to human capital management.

The practical significance of the proposed model lies in its potential application to the design of adaptive HR systems capable of enhancing organizational resilience, innovation capacity, and competitiveness under conditions of high uncertainty.

Future research should focus on developing a methodology for assessing the level of dynamic resilience of human resource management systems, establishing a set of quantitative indicators, and empirically validating the proposed conceptual model across enterprises operating in different sectors of the economy.

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