

Management challenges of labour market transformation in the context of migration crisis

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Abstract. The migration crisis caused by the war significantly transforms the labour market of Ukraine and requires a rethinking of approaches to its restoration. The purpose of the study was to substantiate the typology of managerial challenges of transforming the labour market in the context of the migration crisis and to form a system of strategic management decisions to overcome them. To achieve the goal, content analysis of scientific sources, statistical analysis of data of the State Employment Service of Ukraine and international organisations, comparative analysis of Ukrainian and foreign approaches to labour market regulation, as well as a method of generalisation to systematise the results obtained were used. As a result, the generalised typology of managerial challenges by management levels has been formed: at the macro level, the institutional imbalance of the employment system and the shortage of strategic vision have been identified; at the meso level, the gap between the local needs of the labour market and the tools of regional management; at the micro level, the personnel instability, the lack of qualifications and the challenges of adaptation of personnel to new conditions have been identified. Based on the results obtained, a multi-level system of managerial actions, coordinated at the macro-, meso- and micro levels, has been proposed. It is based on the principles of synchronisation of institutional efforts, regional adaptability and internal flexibility of organisations. The target vision of the future labour market was defined – adaptive, digital-orientated, resistant to challenges and capable of preserving and reproducing human capital. The results of the study can be used by public authorities, regional management structures and business to develop

Article's History: Received: 29.04.2025; Revised: 05.08.2025; Accepted: 29.09.2025

Suggested Citation:

Achkasova, O., Ivanisov, O., Luhova, V., & Lebedynska, O. (2025). Management challenges of labour market transformation in the context of migration crisis. *Development Management*, 24(3), 21-33. DOI: 10.63341/devt/3.2025.21.

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strategies for responding to crisis challenges, as well as the basis for further scientific developments in the field of labour market management in the context of migration processes

Keywords: labour migration; structural imbalances; strategic management; human capital; digitalisation; employment policy; management action system

● INTRODUCTION

The transformation of the labour market under the influence of forced migration has become global, exacerbating challenges in the sphere of employment, mobility of population and preservation of human capital. These processes have become especially acute in the context of a full-scale war in Ukraine, which caused a massive outflow of able-bodied people abroad and the formation of a significant number of internally displaced persons. As a result, imbalances between demand and labour supply increased, problems of regional distribution of labour resources increased, shadow employment increased and the destruction of the professional qualification structure occurred. In these circumstances, traditional employment policies were ineffective. The need for operational management response to new realities comes to the fore: development of strategies for the preservation and return of human capital, stimulating the reintegration of displaced persons, adapting the professional structure of employees to changed demand and revision of models of interaction between the state, business and employees. The migration crisis creates unique management challenges: on the one hand – the loss of experienced staff, on the other – a growing demand for flexible, innovative and adaptive approaches to managing labour resources. This requires a rethinking of established practices and the formation of a strategic vision that can take into account both demographic and socio-psychological factors. Preservation of the economic potential of the country, support of the working population, development of motivational mechanisms for the return of migrants are key tasks for management structures in modern conditions.

In modern scientific literature, the issue of the impact of the migration crisis on the labour market is considered in several main analytical areas. The first relates to the effects of intellectual and forced migration for human capital. In particular, according to O. Baeva (2023), significant losses of skilled personnel create an imbalance in the structure of labour resources and inhibit the restoration of the economy in the post-crisis period. M. Kopytko *et al.* (2024) noted that the outflow of highly skilled workers weakens the competitiveness of the national economy. Scientists N. Komarnytska *et al.* (2022) concluded in their work that the decline in job availability for vulnerable categories of the population violates the socio-economic rights of workers. According to A. Karimi & Y. Belikova (2024), migration adversely affects the stability of enterprises and public institutions. In this context, the issues of socio-economic rights of workers, reduction of job availability for vulnerable categories of the population and the destructive impact of migration on enterprises and state institutions are also raised. The second analytical direction focused on macroeconomic effects of changing the labour market structure in the conditions of war and forced displacement. Ye.Ye. Ionin & V.M. Zahorodnyi (2025) stressed that regional imbalances and shortages of skilled labour strengthen the need to adapt state employment policies. S. Lykholat *et al.* (2020) emphasised the

role of institutional coordination between the authorities and international partners for the stable functioning of the labour market. Ye. Pashkevych (2024) has proven that an effective labour market recovery is possible only if regional and state policies are harmonised.

Particular attention in the literature is paid to the transformation of human capital management strategies in the context of global migration and digitalisation. Y. Petrushenko & A. Vorontsova (2021) emphasised that improving the adaptability of management decisions and using digital platforms for retraining employees are key factors in the formation of a new employment model. According to K. Nemashkalo *et al.* (2024), the introduction of innovative HR practices provides flexibility of personnel policy and strategic focus on long-term stability. O. Stryzhak (2025) noted that effective personnel planning requires the integration of crisis factors into the overall management system. In these works the importance of strategic orientation of managerial decisions on long-term stability and integration of crisis factors in personnel planning is emphasised. Another direction is estimation of efficiency of state regulation of demand and supply in the labour market through tools of educational and economic policy. L. Bilorusets *et al.* (2025) stressed the importance of the state order and the formation of personnel reserve as the basis for the restoration of labour potential. V. Ponomarenko & O. Pysarchuk (2024) drew attention to the need to coordinate the content of educational programmes with the needs of the economy to improve the efficiency of human capital.

Thus, the available research outlined a wide range of problems related to the transformation of the labour market in the context of the migration crisis, but mostly focused on certain aspects – social, demographic or human resources. While the issues of strategic management of transformational processes in the labour market, in particular at the interlevel (state, regional, corporate) levels, needed further generalisation, systematisation and conceptualisation. The purpose of the study was to identify managerial challenges of transforming the labour market in the context of the migration crisis and justify strategic guidelines for overcoming them. To achieve this goal, the article solved a number of tasks, in particular: to analyse structural changes in the labour market in conditions of forced migration; to systematise managerial risks and barriers in the context of crisis; to determine priorities for the formation of a sustainable employment system. The scientific novelty of the study is to conceptualise the managerial challenges of transforming the labour market caused by the migration crisis, as well as to propose an adaptive framework for strategic management of employment. In contrast to the existing research, the article focuses on the interlevel interaction of state, regional and corporate structures in the formation of a new model of the labour market in crisis conditions.

● MATERIALS AND METHODS

Within the study of managerial challenges of transformation of the labour market in the context of the migration crisis, a complex of general scientific and special methods was applied, which provided a comprehensive study of the problem at macro-, meso- and micro-levels of management. The methodological basis was the system paradigm, which allowed to consider the labour market as a complex dynamic system, where the changes caused by migration processes have multidimensional consequences and require coordinated management decisions. The use of a systematic approach provided analytical integration of environmental factors, institutional limitations, demographic situation, behaviour of economic agents and political decisions. The method of structural and functional analysis was involved to isolate the key functions of different levels of labour market management, identify their role in the process of adaptation to the migration crisis, as well as to identify structural imbalances between demand and supply of labour. This method defines the logic of interaction between the elements of the management system in response to external challenges. To justify the typology of managerial challenges, the classification method was used, which made it possible to highlight the generalised categories of challenges by control levels and spheres of influence.

The methodology pays special attention to content analysis of statistical and analytical materials, including State Employment Service of Ukraine (n.d.) data, International Organization for Migration reports (n.d.), Eurofound (2024) and Robota.ua (2024). This method allowed to distinguish quantitative and qualitative changes in the parameters of employment, mobility of population, structure of professional employment, age and gender structure of labour force, etc. To determine the management actions relevant to each type of challenges, methods of analytical generalisation and project approach were applied, which provided for a consistent processing of empirical and theoretical data to form a holistic concept of management of the labour market in a crisis. On the basis of the conducted analysis, a multi-level system of managerial actions, coordinated in the vertical of macro-, meso- and micro-level, taking into account the specifics of the functioning of state, regional and corporate institutions, was proposed.

This methodology is also supplemented by a reference analysis of scientific publications of international researchers covering the impact of forced migration on the labour market, the inclusion of displaced persons in local economies, digitalisation of employment management, the introduction of flexible models of employment, and long-term planning in the field of human capital. The choice of modern scientific literature allowed to compare the results with international approaches to overcoming such crisis challenges. The chosen combination of methods allowed to conduct a multi-level analysis of the situation in the labour market, formulate a typology of managerial challenges and develop an agreed system of strategic response to the migration crisis in the context of the transformation of social and labour relations.

● RESULTS AND DISCUSSION

The migratory crisis caused by the full-scale war in Ukraine has become an unprecedented challenge for the stability

and functioning of the national labour market. In the short period from the beginning of the armed aggression there was a massive and rapid outflow of people, especially women, children and people of working age, mainly from the most economically active regions of the country. According to the International Organisation for Migration, more than 5.6 million Ukrainian citizens have left the state as temporarily displaced persons abroad, while about 3.7 million remain internally displaced persons within the country (International Organization for Migration, n.d.), which led to large-scale destruction of established mechanisms for distributing labour resources.

These processes have led to a deep imbalance between supply and demand for labour at both the national and regional levels. In some regions, there was a shortage of labour, especially in areas with high levels of physical activity or specific qualifications. In others, the excessive burden on social services has been concentrated due to the high level of internal migration and the lack of new jobs adapted to the needs of the displaced population. Despite the gradual adaptation of the economy to military conditions, the situation in the labour market of Ukraine remains tense. Existing structural imbalances in the labour market only exacerbate difficulties with the effective use of labour potential. As of January 1, 2024, 96,100 unemployed people were registered with the State Employment Service, with more than 40% of them having higher education. At the same time, the number of vacancies available for employment was only 40.2 thousand units.

In 2023, the status of unemployed was 483.2 thousand people, which is significantly less than in 2022 (867.6 thousand people). Of them, 160.1 thousand people were employed, and 32.9 thousand were trained in vocational training. For comparison, in 2022, the corresponding figures were 248.8 thousand and 46.6 thousand people respectively (State Employment Service of Ukraine, n.d.). At the same time, the official unemployment figures in Ukraine do not fully reflect the real state of affairs in the labour market, since the statistical accounting does not cover the population located in the temporarily occupied territories, and does not take into account those persons who have lost their jobs, but have not registered with the state employment service. This is especially true for young people: about 25% of all registered unemployed persons are able to work under 35 years of age. During the war, their number in the official reporting declined, which is partly due to the mass departure abroad – among forced migrants, about 78% are persons aged 18–40 years – and the mobilisation of young men into the ranks of the Armed Forces of Ukraine. The highest number of unemployed youth is kept in the Dnipropetrovsk Region (12.2 thousand people), as well as in Lviv (7.5 thousand) and Kyiv (7.4 thousand) regions, which indicates the concentration of youth unemployment in regions with traditionally active labour markets (State Employment Service of Ukraine, n.d.).

In addition to this, the sectoral structure of the labour market has been significantly affected. Many enterprises have stopped production or been forced to relocate, which has led to job losses and disruption of production chains. In particular, in agrarian, construction and logistics sectors, there is a shortage of qualified workers. The official statistics of State Employment Service of Ukraine (n.d.)

shows that the discrepancy between the quantitative and qualitative characteristics of demand and supply of labour in Ukraine is preserved. The analysis of the structure of the labour market of Ukraine as of June 2025 shows the presence of critical structural gaps between demand and supply of labour, manifested mainly in the form of a complete absence of vacancies or their significant deficit in a number of industries. In particular, in such industries as "Activities of extraterritorial organisations", "Production of sheet glass", "Precious metals", "Life insurance", "Financial markets" and some types of office activities, during the reporting period, no vacancies were recorded, despite the presence of 3 to 19 registered applicants in each of them. For example, in "Production of sheet glass" – 19 applicants and no free space, the unemployment rate – 89%; in "Life insurance" – 8 applicants, of which 6 are officially unemployed. A similar situation is observed in highly specialised industries, such as the production of electrical insulators, ceramic sanitary ware, precious metals, and the financial sector. In sectors with a minimum number of vacancies, demand is also significantly inferior to supply. For example, in the "Sphere of culture" – 4 vacancies for 108 people, in the "Financial leasing" – 1 to 10, in the "Construction" – 2 to 29. Such a shortage of demand is also fixed in light industry, where production capacity is limited, and competition for places remains high (State Employment Service of Ukraine, n.d.).

As of June 2025, the Ukrainian labour market has the opposite in nature, but not less threatening situation in a number of sectors, the demand for labour significantly exceeds the supply (State Employment Service of Ukraine, n.d.). Such an excess indicates the formation of personnel shortages, which is a consequence of both military migration and economic transformation, in particular – relocation of production, growth in demand for logistics, security, maintenance and construction. It is worth emphasising the critical shortage of staff in the field of public catering. For example, in the category "Mobile food service" 265 vacancies are available with only 41 people looking for a job, which means almost 6.5 vacancies per applicant. In the construction sector, especially in the categories "Construction of residential and non-residential buildings", the situation remains similar: 2,516 vacancies with 1,423 applicants. This is a ratio of almost 1.8 to one. In logistics, particularly in the "Support activities in transport", demand also exceeds supply – 1,997 vacancies with 1,393 persons in search (State Employment Service of Ukraine, n.d.).

According to Ye.Ye. Ionin & V.M. Zahorodnyi (2025), a particularly acute imbalance between supply and demand for labour is manifested in regions that have adopted a significant number of displaced persons, but do not have sufficient economic and institutional resources for their effective integration. However, this need could not always be met because of the inconsistency of the qualifications of the displaced persons with the requirements of employers. This creates additional pressure on the infrastructure of local labour markets, increases competition for jobs and deepens regional imbalances. The imbalance between demand and supply of labour in the Ukrainian labour market has double consequences. In particular, some sectors of the economy, which are relatively stabilised or adapted to the conditions of war, actively need a new workforce, but do not get it in the proper amount. This also indicates a

potential deepening of structural imbalances, because in conditions where there is an excess of personnel in non-demand sectors and a parallel shortage in sectors with active growth, the state employment system does not perform a coordinating function. In other words, the labour market is divided between "stagnant" industries with over-saturated supply and "dynamic" sectors with acute deficit. Without rapid response in the form of overfitting, regional staff mobility and official employment stimulation, these distortions can slow the recovery of the national economy and increase social risks in the regions.

The migration crisis is also accompanied by an increase in shadow employment, since a significant part of internally displaced persons do not have the opportunity to officially find employment due to lack of documents, difficulties with registration of residence or lack of suitable vacancies. According to the International Organization for Migration (n.d.), the unemployment rate among internally displaced persons is 15%, which exceeds the national average, and among those who recently moved – reaches 24%. This indicates the weak integration capacity of regional labour markets and the limited impact of existing employment programmes. It also creates additional risks of social exclusion and loss of access to basic labour guarantees, pension insurance and medical services. According to N. Komarnytska *et al.* (2022), forced displacement causes a decline in legal employment, deterioration of working conditions and violations of labour rights in host communities.

In addition to the current situation with the demand and supply of labour in the labour market of Ukraine, it should be noted the growing risk of long-term loss of highly qualified specialists who left abroad, in particular against the background of growing demand for Ukrainian workers in Europe. This increases the phenomenon of intellectual migration and threatens with the depletion of national human capital, which makes it impossible for the country to recover quickly after the end of hostilities. As O. Baeva (2023) pointed out, the loss of intellectual resource through emigration creates the risks of a long-term slowdown in the pace of innovation development and a decrease in the global competitiveness of the economy due to the degradation of the professional and qualification structure. Many of those who have left have a high level of education, but in countries of temporary residence most of them work on unskilled or low-skilled jobs that do not correspond to their education and professional experience. According to A. Karimi & Y. Byelikova (2024) researchers, more than 70% of Ukrainian refugees have higher education, but a significant proportion of them are involved in low-paid sectors. This imbalance contributes to both the degradation of human capital and the reduction of motivation to return to the country of origin.

According to A. Karimi & Y. Byelikova (2024), an important characteristic of the migration crisis is changing motivational patterns of labour behaviour. If at the initial stages of the war a significant part of the displaced persons declared their intention to return to Ukraine after the end of hostilities, then in 2024 the share of those who plan to return decreased to 20%. This trend shows the risks of long-term loss of highly skilled human resources and sharpens the need to implement effective management strategies aimed at preserving, returning and mobilising

human capital. In this context, the integration of internally displaced persons into the formal sector of the economy is of particular importance. However, current programmes of retraining, employment and social adaptation are fragmentary, not coordinated enough and do not take into account the real profile of demand in the regional labour markets. As noted by H.O. Komarnytska *et al.* (2022), in a crisis, the effectiveness of such programmes depends on inter-level coordination of actions between public authorities, local administrations and employers.

The transformation of the labour market is influenced not only by internal movements, but also by the state policy of employment support. As noted in the work of L. Yatsenko (2024), in 2023, employers were compensated for the employment costs of 14 thousand internally displaced persons, and almost 10 thousand micro-grants were given to create 20.6 thousand new jobs. At the same time, grant support is aimed at integrating veterans, persons with disabilities and their families into the production processes. Despite these efforts, the number of officially registered unemployed under the age of 35 remains significant, with concentrations in the Dnipropetrovsk, Lviv and Kyiv regions. A separate problem is the uneven growth of wages. In 2023, the average wage in vacancies was 11,559 UAH, but regional differentiation was significant. Kyiv, Dnipropetrovsk, Lviv and Kherson regions remain the most attractive in terms of salaries, while the lowest level of payment is observed in Luhansk, Vinnytsia and Sumy regions. At the same time, the demand for certain professions, such as builders, drivers, and electricians, has led to a certain increase in wages in the relevant market segments.

One of the characteristic features of the modern labour market in Ukraine is the growing competition for jobs with the possibility of remote work. The Remote Employment format, which was actively used during the COVID-19 pandemic, continued to play an important role in a full-scale war, ensuring the continuity of many economic processes. According to June 2024, as stated in L. Yatsenko (2024), more than 14% of the candidates were looking for an online job, while the proportion of the relevant vacancies was less than 7%, which indicates a significant imbalance between supply and demand in this area. Flexible forms of employment are increasingly attracting workers. According to the results of a study of the Work.ua platform, 31% of respondents stated that the most important criterion for choosing a job is the ability to work remotely with a flexible schedule (Kuzenkova, 2024). Traditional corporate incentives, such as a social package, insurance, training compensation or participation in internal activities of the company, are of secondary importance to them. Overall, the number of jobs in Ukraine with remote work has increased by 40% since the start of a full-scale invasion. In particular, in Kyiv in March 2024, 96% more such vacancies were registered than in February 2022. In Kharkiv, the growth was 68%, in Lviv – 35%, in Odesa – 34%, and in Dnipro – 16%.

Remote work is viewed by employees as an effective strategy for personal security, saving time on the way to the office, optimising the work regime and expanding employment opportunities not only at the national, but also at the international level. For employers, this solution reduces the cost of office rent, technical support and maintenance of staff, and also facilitates the involvement of specialists with

higher qualification regardless of their geographical location. In the context of the structural transformation of the labour market, flexible forms of employment are becoming increasingly important as a means of adaptation to external challenges. At the same time, the widespread introduction of remote work requires the improvement of national labour legislation – in particular in the aspects of labour relations regulation, social protection and minimisation of risks associated with non-standard forms of employment.

Thus, the migration crisis in the war not only complicated the functioning of the labour market, but also brought to the fore the need to adapt management strategies to the realities of the crisis period. This requires the formation of a new employment model that is capable of combining flexibility, inclusiveness and resilience, as well as ensuring effective inter-level interaction between the state, regions and business. Particular attention should be paid to vulnerable groups – women, youth, persons with disabilities, who often face multiple barriers to employment. Limited access to flexible forms of employment, discriminatory practices and weak support infrastructure only deepen their marginalisation in the labour market.

Finally, the migration crisis requires a reconsideration of traditional approaches to managing employment. According to N. Yurchuk *et al.* (2021), there is a need for complex labour market reforms aimed at increasing the flexibility and adaptability of the economy, which is consistent with the approaches to strategic response to the challenges of the migration crisis. V. Riabchenko (2024) emphasised the need to implement flexible, adaptive management solutions that allow you to quickly respond to external challenges and maintain the competitiveness of enterprises. The standardised approaches, based on employment policies in previous decades, proved ineffective in situations of extremely high demand variability and fragmentation of labour supply. The migration crisis creates a need for integrated governance solutions that take into account both the security and demographic context. An important condition for the formation of a new architecture of the labour market is the development of strategies for the preservation of human capital, the adaptation of displaced workers and the reintegration of labour migrants. In this process, management structures must act in close interaction at the interlevel – from public policy to regional employment programmes and corporate HR strategies.

To effectively adapt the labour market to the large-scale challenges posed by the migration crisis, it is necessary to systematically allocate key management functions at three interrelated levels: macro-, meso- and micro-levels. This approach helps to identify structural imbalances between demand and supply of labour and coordinate management actions to overcome them. At the macro level, management is carried out through the formation of state employment policy, the development of legislative and regulatory acts, coordination between central authorities, international organisations and key stakeholders. This level is responsible for strategic planning, resource base and creating favourable conditions for the integration of internally displaced persons and labour migrants into the national economy. Of particular importance is the monitoring and forecasting of national labour market trends, which allows to quickly identify industries with surplus or shortage of staff.

At the meso level, management functions are implemented through regional authorities, employment services, industry associations and local institutions. Here is the adaptation of national strategies, taking into account the specifics of regional labour markets, the organisation of vocational training and retraining, coordination of programmes to support displaced persons and local residents. The regional level provides a bridge between politics and specific enterprises, regulating the balance of demand and supply of labour and minimising the negative social consequences of migration processes. At the micro level, management is concentrated within individual enterprises and organisations that directly implement personnel policy, implement internal training and development programmes, and adapt working conditions in accordance with new market requirements. It is here that there is an

operational reaction to personnel challenges, such as the shortage of skilled workers, changing employment forms (for example, remote work) and the introduction of flexible management models.

Enterprises play a key role in maintaining and mobilising labour potential in crisis conditions. Interaction and coordination of functions at macro-, meso- and micro-levels of labour market management create a holistic system that can respond to the challenges of the migration crisis, reduce structural imbalances and ensure the stability of the national economy. The lack of synergy between these levels significantly reduces the effectiveness of management strategies and is fraught with deepening of socio-economic problems. The analysis of the key functions of different levels of labour market management, distributed at the macro-, meso- and micro-levels, is given in Table 1.

Table 1. Key functions of different levels of labour market management

Level of management	Key features	Role in adaptation to the migration crisis	Impact on structural imbalances between supply and demand
Macro Level	- Formation of state policy and legislation - Provision of resources and regulatory conditions - Cooperation with international organisations	- Strategic planning and coordination of national action - Creating conditions for the integration of internally displaced persons and migrants	- Monitoring and forecasting of national trends - Identify industries with personnel shortage or surplus
Meso Level	- Implementation of state policy taking into account regional peculiarities - Coordination of support programmes for IDPs and local people - Interaction with industry associations and local institutions	- Organisation of professional training and retraining - Adaptation of national strategies to regional needs	- Balancing demand and supply at the regional level - Minimisation of social consequences of migration
Micro Level	- Implementation of personnel policy of enterprises - Organisation of internal training and staff development - Managing forms of employment (remote, flexible employment)	- Rapid response to personnel challenges - Adaptation of working conditions, introduction of flexible models of work	- Preservation and mobilisation of labour potential - Reduction of personnel shortages within individual enterprises

Source: compiled by the authors

A key problem that requires in-depth understanding is that most of the existing management decisions remain reactive, that is, aimed at eliminating certain manifestations of the crisis, and not at its systemic prerequisites. In particular, the existing organisational model of the State Employment Service showed a low adaptability to spatial changes in the labour market structure. Limited access to relevant information, uneven distribution of administrative resources and weak coordination with other institutions – all this slows down the formation of effective management responses. This is especially critical in a situation where traditional instruments have lost relevance in new conditions, and alternative forms of regulation have not yet acquired a systemic nature.

Against this background, the lag in the formation of medium- and long-term human capital management strategies is increasing, in particular in the area of forecasting labor market needs, updating educational programs in accordance with new professional demands, and developing vocational training infrastructure. Management decisions in certain regions remain fragmented and do not take into account the peculiarities of the local labour market, which increases the stress in the social sphere. An additional dimension of the problem is related to the unwillingness of

the state system to large-scale digital transformation of the employment sphere. The lack of a unified digital ecosystem that would combine educational services, employment mediation and market analytics, deprives the system of opportunities for personalised management decisions. This makes it difficult to quickly respond to situations of staff shortage or exceeding them in individual sectors. At the same time, the emigration of highly qualified specialists and the reduction of motivation to return labour migrants pose long-term threats to restore the human potential of the country. In this context, it is important not only to maintain the balance of available resources, but also to strategically shape the conditions for reproduction and preservation of intellectual capital.

While strategic disintegration, regulatory inertia and institutional disunity are observed at macro and meso levels, Ukrainian enterprises directly experience the consequences of the crisis in the form of tactical and human resources management challenges. Changing the structure of the workforce, reducing its availability, high staff turnover, as well as increasing uncertainty in the labour market form the need to adapt internal management strategies. Among the main managerial challenges faced by enterprises in the conditions of military turbulence, it

is worth highlighting the shortage of personnel of critical specialties. According to a study conducted by the online platform Robota.ua (2024), the shortage of staff was considered critical by 75.1% of the employers surveyed. In case of evacuation, mobilisation, emigration of employees and structural shift of the employment market, ensuring continuity of operational processes turns into a constant challenge. Only 8.6% of companies do not experience a shortage of staff, while the rest are actively looking for ways to overcome it.

In addition, enterprises are faced with the discrepancy of expectations of employees to working conditions, which leads to a decrease in motivation, difficulties with the involvement of staff and a general drop in organisational loyalty. High competition for specialists forces employers to revise approaches to personnel management, implement flexible schedules, remote formats, additional intangible incentives that require resources and new competencies in HR departments. The average salary expectations on the part of applicants in March 2024 reached 22,653 UAH, while the average employer offer was only 19,603 UAH, which forms a gap of 3,050 UAH. For comparison, in January 2022, this gap was 7 times smaller and amounted to 445 UAH, which indicates a significant increase in wages expectations against the background of limited resources of companies (Robota.ua, 2024). The average salary expectations of Ukrainian employees in 2025 significantly exceed the proposals of employers. 30% of the respondents consider the optimal salary in the range of 30,000-50,000 UAH, another 25% are trying to earn more than 50,000 UAH. While only 13% are ready to work for 10,000-20,000 UAH

(Ukrainians' salary expectations..., 2025). This shows a significant gap between employee expectations and real job offers in the labour market.

In the structure of the reasons for personnel difficulties, 16.1% of employers note inflated salary expectations of candidates, 4.1% point out difficulties caused by geographical conditions of doing business, 2.3% point out the unwillingness of candidates to work in low-profile companies. In response to these challenges, 53.5% of enterprises introduce internal staff retraining or redistribution of responsibilities, 32.6% implement programmes for young professionals, 23.9% – automate individual processes, 16% – attract external resources through outsourcing, and 8.8% are orientated towards older workers (Robota.ua, 2024). In 2025, staffing difficulties and strategies of employers in Ukraine have undergone some changes compared to the previous year. 15% of the surveyed employers noted inflated salary expectations of candidates as one of the main reasons for difficulties in recruitment (75% of employers..., 2025). This indicates the preservation of the tendency to high demands on the part of job seekers. In response to these challenges, 75% of businesses plan to wage increases in 2025, particularly in agriculture, mining, and manufacturing. This shows the desire of employers to retain and attract qualified personnel. As for HR strategies, 52% of employers have indicated the preservation of the full team as the main priority for 2025. In general, in 2025, employers keep focused on increasing wages and staff stability as the main strategies to overcome personnel difficulties. Dynamics of key indicators of personnel situation in 2024-2025 is shown in Figure 1.

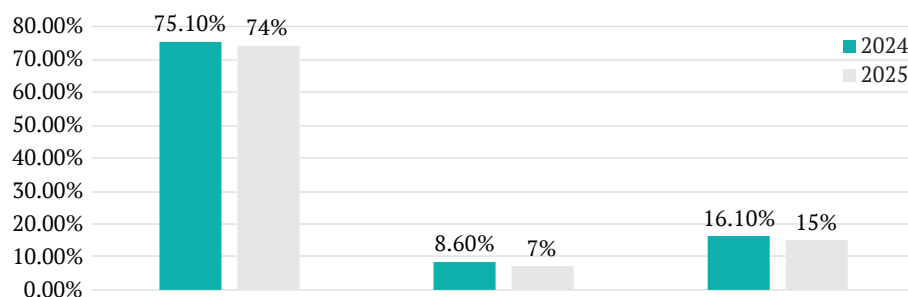


Figure 1. Key indicators of personnel situation: staff shortage and salary expectations (2024-2025)

Note: share of employers who recognised a staff shortage; share of companies without staff shortages; inflated salary expectations of candidates

Source: compiled by the authors

An equally important challenge is to increase the risks of personnel exhaustion and emotional burnout of staff, associated with chronic tension, danger and increased workload on those employees who remain on the ground. The lack of systematic support from the state, instability of the environment, limited access to professional development create an additional burden on management, which is forced to perform the functions of crisis management. Finally, a common problem is the loss of personnel reserve and the complexity of staff development planning, which demotivates the management corps and makes it impossible for strategic personnel forecasting. All this is reinforced by the instability of demand, interruptions in logistics and the constant need to respond to situational threats.

The crisis nature of the current situation requires a generalisation of typical configurations of managerial problems, which are manifested at different levels – strategic, regional and operational. The complex of identified imbalances, crisis effects and transformations in the labour market shows that the modern employment management system was facing a multi-level and multi-vector crisis of managerial compliance. This is not only about the gap between the capabilities of institutions and the dynamics of the market, but also about the profound discrepancy between the traditional logic of managing the conditions of military instability, the hybrid functioning of the economy and the changed models of behaviour of employees and employers. Changing the structure of la-

bour resources, mass labour migration, growth of shadow employment, critical overload of certain regional labour markets, reduction of the effectiveness of institutional regulation, weakening of personnel reserves of enterprises and increasing competition for specialists – all this forms a new managerial reality, in which the crisis response should be transformed into a systemic transformation management. Before moving to the search for answers, it is advisable to outline the typical structure of managerial challenges faced by the employment

management system in the context of the migration crisis. This typology will identify not only the most critical problem areas, but also differentiate responsibility and response tools between different levels of governance – public, regional and corporate. The analysis presented in the article gives grounds to form a generalised typology of managerial challenges of transformation of the labour market in the conditions of the migration crisis, covering all levels of management – from national to individual enterprises (Table 2).

Table 1. Typology of management challenges of labour market transformation in conditions of migration crisis

Level of management	Challenge category	The essence of the challenge	Characteristics of manifestation/consequences
Macro Level	Institutional inconsistency	Insufficient interagency coordination between state institutions	Disintegration of the state employment policy, duplication of functions, fragmentation of programmes
	Asymmetry of supply and demand	Structural discontinuities between sectors with redundancy and human resources deficits	Inefficient use of labour potential, reducing economic productivity
	Migration human capital outflow	Mass emigration of highly qualified specialists	Loss of intellectual potential, slowdown of innovative development
	Limited digitalisation of the labour market	Lack of a single digital employment ecosystem	Slow response to imbalances, weak analytics, low policy personalisation
Meso Level	Regional imbalances	Uneven load on labour markets in different areas	Infrastructure overload, lack of resources in host communities
	Low efficiency of IDP integration	IDPs do not meet the requirements of local labour markets	Rising unemployment, shadow employment, social exclusion
	Educational discrepancy	Lagging professional education from market needs	Reducing the competitiveness of the regional labour market
	Lack of resources for retraining	Limited funding of training programmes	Impossibility of adaptation of labour resources to the changed structure of demand
Micro Level	Staff shortage	High staff turnover, mobilisation, evacuation	Disruption of operational processes, increased load on residual personnel
	High expectations of candidates	The gap between the expected and real wages	Complications of recruiting, reduction of organisational loyalty
	Staff exhaustion	Chronic tension, emotional burnout	Reduced productivity, health risks for staff
	Lack of internal strategic decisions	Lack of personnel development planning, weak HR forecasting	Personnel reserve degradation, loss of managerial flexibility
	Lack of internal adaptation programmes	Lack of integration mechanisms for new employees and young professionals	Complexity of integration of new employees, loss of loyalty, increased level of adaptation risks

Source: compiled by the authors

Overcoming the identified management challenges in the transformation of the labour market in the conditions of the migration crisis requires not fragmentary, but complex, coordinated management actions integrated into the vertical of the state, regional and corporate policy. The response to the existing challenges should be aimed at adapting the labour potential, minimising structural imbalances, preserving human capital and stabilising social and labour relations in the face of uncertainty. At the level of public administration, the priority is the rethinking of the system of regulation of employment. It is about the need to introduce new models of interaction between the actors of the labour market, to increase the flexibility of institutions, to revise traditional approaches to professional orientation, to predict personnel needs and to quickly reconfigure the policy of supporting the unemployed. The formation of a digital employment ecosystem with the function of monitoring and analytics will ensure a real-time managerial

response. At the same time, it is strategically important to update the model of attracting and returning labour migrants by creating economic, social and professional incentives for their integration into the national economy.

At the regional level, the policy should be aimed at supporting the territorial adaptability and social integration of internally displaced persons, developing partnerships between local authorities, business and educational institutions, and providing targeted training programmes that take into account the specifics of the local labour market. In this regard, it is important to strengthen the institutional capacity of regional employment centres by transforming them from administrative tools into active agents of human capital management. At the enterprise level, the transformation processes in the labour market need to adapt personnel policy to the conditions of high staff turnover, shortage of qualified workers and changing motivation models.

In response to new challenges, employers are forced to apply internal vocational training mechanisms, implement flexible forms of employment, adapt remuneration systems and create conditions for stabilising labour collectives. At the same time, the crisis increases the need for the formation of internal personnel reserves, personnel development planning and implementation of stress management practices and mental well-being of employees. All this requires not only financial resources, but also a new management culture, which is able to integrate strategic

personnel management tools in conditions of uncertainty. Thus, in response to the identified challenges of transforming the labour market in the conditions of the migration crisis, a three-level model of management actions, covering macro-, meso- and micro-level of management, has been formed. It is based on the principles of synchronisation of institutional efforts, regional adaptability and internal flexibility of organisations. A generalised system of actions, structured according to the levels of control, is given in Table 3.

Table 3. The system of management actions in response to the challenges of the transformation of the labour market in the context of the migration crisis

Level of management	Management actions
Macro Level (public policy)	Creating a single digital employment ecosystem
	Modernisation of demand forecasting in the labour market
	Enhanced coordination between government, business and education
	Implementation of return strategies for migrant workers
Meso Level (regional policy)	Integration programmes for IDPs according to regional demand
	Professional clusters of retraining based on partnerships
	Monitoring and rapid response to local challenges
	Expanding the functions of local employment centres
Micro Level (enterprises)	Internal training, mentoring and adaptation programmes
	Flexible employment models: remote work, part-time employment
	Intangible motivation: social packages, leadership development
	Personnel development planning and personnel reserve formation
	Mental health support and burnout prevention

Source: compiled by the authors

Within the framework of the proposed system of managerial actions, it is extremely important not only to implement individual tactical response measures, but also to gradually move on to a long-term strategy for managing transformational processes in the labour market. This transition involves the formation of a targeted vision image of the future, based on institutional adaptability, digital integration, social orientation and sustainability of human capital. The definition of this strategic direction allows to coordinate current management actions with a promising model of the labour market, which is able not only to overcome crises, but also to form the basis for sustainable development and social cohesion in conditions of an uncertain future. In this context, the key factor of modernisation should be the development of adaptive institutions capable of acting in a high-uncertainty environment. It is about creating a system of managerial decision-making based on data, forecast models, algorithms of artificial intelligence and processing of large amounts of information. The move to data as a source of management logic reduces the time lag between problem detection and decision making, providing a rapid update of employment strategies based on real changes in demand and supply structure. The formation of a digital infrastructure, which includes platforms for career guidance, monitoring, microlearning, analytics and interaction between employers and job seekers, is a condition for creating an effective, transparent and flexible employment system.

At the centre of such a vision there should be a constancy of human capital, provided through access to continuous education, a safe working environment, preservation of the psycho-emotional well-being of employees and

integration of the principles of social justice. This includes reorientation of the employment policy to support individual professional development paths, stimulation of mobility, development of future competences and overcoming barriers to participation in the economic life of vulnerable groups. At the same time, flexible forms of employment should be regulated and institutionally enshrined as equal models, which allows to include in formal market relations new groups of employees and to reduce the level of latent unemployment.

In the future, intersectoral partnership as a tool for coordinating actions in the field of labour potential formation is of particular importance. Interaction between the education system, employers, state institutions and civil society should ensure training of personnel that meet the new technological and socio-economic needs. Thus, the visionary model of the labour market should be based on a combination of institutional flexibility, digital maturity and human capital orientation as a driver of change, which allows not only to overcome the consequences of crises, but also to form a qualitatively new employment paradigm in conditions of uncertainty and global transformations. The generalisation of the results of the study shows the need to develop a comprehensive system of management actions differentiated by the levels of state, regional and corporate policy, which corresponds to the complexity of labour market transformations in the context of the migration crisis. Comparison of the obtained results with the positions of foreign researchers shows the relevance of the topic at the international level and allows to identify both the points of intersection and the differences in approaches to assessing the challenges and response strategies.

The results obtained are consistent with the conclusions of M. Al-Dalahmeh & K. Dajnoki (2021), who systematically analysed the impact of migration processes on the labour market of developed countries. As in this study, the authors emphasised the need for institutional renewal and flexible mechanisms for state regulation of employment, which should be based on digital infrastructure, real-time analytics and intersectoral interaction. This position is completely correlated with the conclusions on the creation of a single digital employment ecosystem in Ukraine. Similar ideas are traced in M. Dias-Abeu (2021), where the role of legal institutions in mediating between migration challenges and the state of the labour market is emphasised. The author proved that the effectiveness of employment regulation directly depends on the ability of institutions to adapt to the changed socio-economic dynamics, which is also confirmed by the conclusions of this study on the example of Ukrainian realities.

At the level of regional administration, the findings are confirmed in the works of L. HadjAbdou *et al.* (2024) and A. Postepska & A. Voloshyna (2025), who analysed the impact of forced migration on local labour markets in the Czech Republic and Austria respectively. As in this study, the authors emphasised the need for territorial adaptation, the development of local clusters of professional retraining and strengthening the role of local employment services as active subjects of management. These authors have reached methodological and meaningful proximity in understanding the importance of regional adaptability as a condition for the effective integration of internally displaced persons into the labour market. Research by J. Wachs (2023) and M. Berte *et al.* (2023) deserve special attention as examples of using digital footprints to monitor migration mobility of highly qualified staff. In both cases, the scale of human capital losses in the IT industry has been confirmed, which is consistent with analytical observations within this study on the need to maintain key competencies, plan personnel reserves and implement flexible employment models.

In general, the analysis of foreign sources reveals several key conceptual approaches to this issue that correlate with the conclusions of the study, while supplementing them or pointing out the potential vectors of further scientific research. The first group consists of works that dominate the macro-approach to the study of the impact of migration on the labour market, with a focus on institutional reform and adaptation of state policy. The studies by M. Al-Dalahmeh & K. Dajnoki (2021), M. Dias-Abeu (2021), M. Dahlberg *et al.* (2022) and Eurofound (2024) substantiate the importance of revising models of state regulation of employment in response to changing migration flows. The focus of these studies is the need to improve legal mechanisms, increase the flexibility of state institutions, digitalise infrastructure and strengthen interaction between sectors. The focus of these studies is the need to improve legal mechanisms, increase the flexibility of state institutions, digitalisation of infrastructure and enhance interaction between sectors. This confirms and complements the conclusions about the strategic expediency of building a single digital employment ecosystem that can respond to changes in real time, and the introduction of cross-sectoral partnerships to preserve and return labour resources.

The second group consists of empirical studies covering transformations at the regional level under the influence of population movement. In particular, in works by K. Huk & A. Zeynalov (2022), L. HadjAbdou *et al.* (2024), A. Postepska & A. Voloshyna (2025), demonstrated that territorial imbalances due to forced migration strengthen regional development unevenness, actualising the need for flexible localised strategies for managing the labour market. The idea of developing regional clusters of retraining and strengthening the institutional capacity of local employment services, proposed in the study, is in logical connection with similar approaches.

A separate group of sources focuses on the micro level and highlights the organisational aspects of adaptation to crisis changes, in particular in the employment of highly qualified personnel. M. Berte *et al.* (2023) and J. Wachs (2023) investigated the professional mobility of Ukrainians using digital footprints, stating the loss of a significant part of human capital in the IT industry. The necessity of formation of internal personnel reserves, maintenance of organisational knowledge and development of mechanisms of professional growth, which is quite consistent with the proposals for strengthening the personnel policy of enterprises in the study, has been specified. Similar accents are found in A. Giacomo *et al.* (2023) reports, where the emphasis is placed on the restoration of the labour market by activating internal resources and managing knowledge at the enterprise level.

Another important analytical area concerns the humanitarian and legal dimension of forced migration. K. Sandvig & A. Garnier (2022) and Eurofound (2024) stressed the importance of long-term strategies for integrating displaced people beyond crisis response and provide for systematic work with professional adaptation, mental health and decent working conditions. Such considerations echo the need to form a new management culture, which in Ukrainian conditions should integrate social sensitivity into strategic personnel management models. It should be emphasised that most foreign studies offer either fragmented solutions at certain levels of government or are concentrated on specific industries or territories. In contrast, the results of the study allowed to formulate a three-level model of systemic managerial response, which combines institutional modernisation, regional adaptation and organisational flexibility. The integration of these approaches is a decisive factor in ensuring the stability of the labour market in the context of migration turbulence.

CONCLUSIONS

The study allowed to draw detailed conclusions regarding the impact of the war-induced migration crisis on the labor market. The study allowed to form detailed conclusions regarding the impact of the the war-induced migration crisis on the labor market of Ukraine and to develop specific recommendations for its stabilisation. It was found that the transformation of the labour market has a multifaceted nature, which manifests itself at all levels of management and requires a comprehensive response. At the macro level, an institutional imbalance was identified, which is expressed in a significant quantitative discrepancy between the demand and the supply of labour. This is confirmed by the fact that as of the beginning of 2024, the number of registered

unemployed is almost 2.5 times higher than the number of available vacancies. At the same time, there was a shortage of strategic vision in management, which leads to incoordinated actions in the field of state employment policy.

At the meso-level, the gap between local labour market needs and regional governance efficiency is recognised as a key problem. In some areas, such as construction or mobile food, there is an acute shortage of staff, while in others, such as financial markets or insurance, the number of applicants is significantly higher than the number of vacancies. This imbalance shows the low adaptability of regional governance instruments to dynamic changes. At the micro level, the main challenges are personnel instability and qualification shortages. The study found that much of the economically active population, temporarily displaced, cannot find formal employment that contributes to the growth of shadow employment. In addition, there is a significant risk of intellectual migration, since more than 70% of Ukrainian refugees have higher education, but often have to work on low-skilled jobs, which reduces their motivation to return. An additional problem is the need to adapt staff to new conditions, which requires the introduction of flexible forms of employment, such as remote work, which is sought by more than 14% of potential employees.

Based on these results, a multi-level system of management actions has been proposed, which provides for the synchronisation of institutional efforts at the state

level, increasing regional adaptability to local challenges and increasing internal flexibility of organisations. This approach allowed to create a target image of the future labour market – adaptive, digital-orientated and resistant to crisis phenomena. Analysis of relevant scientific sources confirmed the scientific and practical significance of the chosen problems. The relevance of the research results from the standpoint of modern scientific thought in the field of migration policy, labour market, digital governance and institutional economics has been confirmed. The proposed solutions are practically orientated and based on the principles of adaptability, digital integration, intersectoral coordination and preservation of human capital. In the future, further research should be focused on the empirical measurement of the effectiveness of the proposed management decisions, the expansion of digital analytics methods and the analysis of the relationship between labour migration and the innovative potential of regions.

● ACKNOWLEDGEMENTS

None.

● FUNDING

None.

● CONFLICT OF INTEREST

None.

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Управлінські виклики трансформації ринку праці в умовах міграційної кризи

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Анотація. Міграційна криза, спричинена війною, суттєво трансформувє ринок праці України та вимагає переосмислення підходів до його відновлення. Метою дослідження було обґрунтувати типологію управлінських викликів трансформації ринку праці в умовах міграційної кризи та сформувати систему стратегічних управлінських рішень для їх подолання. Для досягнення мети застосовано контент-аналіз наукових джерел, статистичний аналіз даних Державної служби зайнятості України та міжнародних організацій, порівняльний аналіз українських і зарубіжних підходів до регулювання ринку праці, а також метод узагальнення для систематизації отриманих результатів. У результаті сформовано узагальнену типологію управлінських викликів за рівнями управління: на макrorівні виявлено інституційний дисбаланс системи зайнятості та дефіцит стратегічного бачення; на мезорівні – розрив між локальними потребами ринку праці та інструментами регіонального управління; на мікрорівні – кадрову нестабільність, дефіцит кваліфікацій і виклики адаптації персоналу до нових умов. На основі отриманих результатів запропоновано багаторівневу систему управлінських дій, скоординованих на макро-, мезо- та мікрорівні. Вона ґрунтується на принципах синхронізації інституційних зусиль, регіональної адаптивності та внутрішньої гнучкості організацій. Визначено цільовий візійний образ ринку праці майбутнього – адаптивного, цифрово орієнтованого, стійкого до викликів та здатного до збереження і відтворення людського капіталу. Результати дослідження можуть бути використані органами державної влади, регіональними управлінськими структурами та бізнесом для розробки стратегій реагування на кризові виклики, а також як основа для подальших наукових розробок у сфері управління ринком праці в умовах міграційних процесів

Ключові слова: трудова міграція; структурні дисбаланси; стратегічне управління; людський капітал; цифровізація; політика зайнятості; система управлінських дій