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KNOWLEDGE MANAGEMENT AS AN ELEMENT OF HUMAN RESOURCES DEVELOPMENT

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The transformation of contemporary economies toward knowledge-intensive modes of production has fundamentally altered the logic by which organizations create and sustain competitive advantage. In this context, the management of knowledge — understood not merely as information storage but as a dynamic, socially embedded capacity — has become increasingly central to managerial theory and practice. The confluence of two hitherto relatively distinct fields, namely knowledge management and human resources development, constitutes one of the defining intellectual shifts in organizational studies over the past three decades.

Human resources development (HRD) has traditionally encompassed the planned facilitation of individual learning, organizational development, and career progression within institutional settings. Knowledge management (KM), by contrast, emerged from the information sciences and strategic management literature with a focus on organizational-level processes of knowledge creation, capture, sharing, and utilization. The growing recognition that these two domains are not merely complementary but structurally interdependent has opened a rich field of theoretical and empirical inquiry.

The central argument advanced in this article is that knowledge management, properly understood, does not operate as a parallel or ancillary function to HRD but constitutes an integral dimension thereof. The development of human resources is, at its core, a process of generating, distributing, and embedding knowledge within individuals and collectives. Accordingly, the theoretical frameworks, institutional mechanisms, and practical instruments of knowledge management are directly relevant

to – and in many cases constitutive of – the broader agenda of human resources development [1].

Knowledge management refers to the systematic process of creating, sharing, using, and managing the knowledge and information of an organization. It aims to enhance an organization's efficiency and productivity by optimizing the use of knowledge resources.

In HR, knowledge management involves strategies and practices that help in capturing valuable expertise and experiences from employees, making this knowledge accessible to others in the organization, and using it to foster innovation and improve decision-making. Effective knowledge management supports continuous learning and development, facilitating the transfer of critical skills and insights across the workforce.

Knowledge management in Human Resources plays a pivotal role in fostering a streamlined and effective organization. It essentially serves as the backbone for informed decision-making, allowing HR professionals and leaders to access a wealth of institutional knowledge and employee insights. This access helps in crafting strategies that are not only aligned with the company's goals but are also responsive to its dynamic needs.

The intellectual origins of knowledge management as a coherent discipline may be traced to several distinct yet convergent theoretical traditions. The epistemological foundations were substantially laid by Michael Polanyi's distinction between tacit and explicit knowledge, elaborated in his seminal work of 1966, which established that a significant portion of human knowing resists formalization and verbal articulation. This insight proved foundational for subsequent theorists seeking to explain why knowledge, unlike information, could not be straightforwardly managed through technological means alone [2].

The resource-based view of the firm, advanced by Penrose and subsequently developed by Barney, Wernerfelt, and others, provided the strategic rationale for knowledge management by identifying firm-specific, inimitable resources – most importantly, knowledge and organizational capabilities – as the primary sources of sustainable competitive advantage. Within this framework, the acquisition, development, and retention of knowledge assets became a matter of strategic rather than merely operational concern, elevating human resources from an instrumental input to a central source of value creation.

Nonaka and Takeuchi's theory of organizational knowledge creation, elaborated in their influential 1995 work, synthesized these strands by proposing a dynamic model – the SECI framework – in which knowledge moves through processes of socialization, externalization, combination, and internalization. This model explicitly linked individual learning to organizational knowledge generation, rendering the management of knowledge inseparable from the management of human development processes. The spiral of knowledge creation described by these authors is, in effect, a theory of how organizations learn through their members, and how members develop through participation in collective knowledge processes.

A complementary tradition, rooted in organizational learning theory and associated with scholars such as Argyris, Schön, and Senge, approached the problematic from the perspective of learning systems. Single-loop and double-loop learning, as conceptualized by Argyris and Schön, describe fundamentally different modes of knowledge generation: the former involves incremental adaptation within established frameworks, while the latter entails the critical examination and revision of underlying assumptions. The concept of the learning organization, as elaborated by Senge, proposed a normative model of collective inquiry in which the ongoing generation and application of knowledge becomes an organizational purpose in itself.

A rigorous engagement with the relationship between knowledge management and HRD requires attention to the heterogeneous nature of organizational knowledge. The field has produced a number of overlapping taxonomies, each with distinct implications for how knowledge should be developed, managed, and deployed in the service of human resources development.

The most foundational distinction, following Polanyi, is between tacit and explicit knowledge. Explicit knowledge is characterized by its codifiability: it can be expressed in formal language, stored in documents, databases, and procedural manuals, and transmitted through conventional instruction. Tacit knowledge, by contrast, is embedded in practice, perception, and embodied skill; it is acquired through experience and socialization rather than formal instruction and resists complete explication. The significance of this distinction for HRD is considerable: programmes oriented exclusively toward the transmission of explicit knowledge through formal curricula necessarily fail to address the tacit dimensions of professional competence, which are frequently the most consequential for performance [2].

A second important dimension concerns the locus of knowledge – whether it resides primarily in individuals or in collectives. Individual knowledge encompasses the cognitive, technical, and social competencies held by particular persons, and constitutes the proximate substrate of human capital. Collective or organizational knowledge, by contrast, refers to the shared understandings, routines, norms, and cultural formations that emerge from social interaction and become institutionalized in organizational structures and practices. The distinction is consequential for HRD insofar as individual-level interventions, such as training programmes and mentoring relationships, may be insufficient to generate organizational learning if they are not accompanied by structural mechanisms for the embedding and diffusion of new knowledge at the collective level.

A further distinction of relevance concerns the degree to which knowledge is domain-specific or transferable. Domain-specific knowledge pertains to particular technical fields, industries, or organizational contexts and may depreciate rapidly in conditions of technological change. Transferable knowledge encompasses more general cognitive capacities – analytical reasoning, communication, interpersonal effectiveness – that retain value across varying contexts. The balance between these two knowledge types in HRD investment decisions carries significant implications for individual career development and organizational resilience. Organizations that over-

invest in highly specific knowledge risk creating workforce rigidities, while those that neglect domain depth may sacrifice the technical competence required for effective performance.

Finally, the distinction between declarative knowledge (knowing that), procedural knowledge (knowing how), and relational knowledge (knowing who) – associated with the work of scholars in cognitive science and management alike – highlights the multi-dimensional character of professional competence. Effective HRD must address all three dimensions: the cognitive content of expertise, the practical capacity to act effectively, and the social capital embedded in networks of relationship and trust. Knowledge management practices that attend to each of these dimensions – through documentation and training, through coaching and practice-based learning, and through the cultivation of professional networks and communities – are most likely to support comprehensive human resources development [1].

The standard conceptualization of knowledge management identifies a cycle of interrelated processes encompassing knowledge creation, acquisition, codification, storage, dissemination, application, and renewal. Each stage of this cycle has a specific articulation with the objectives and instruments of human resources development, and the effectiveness of HRD is substantially conditioned by the quality of knowledge management at each stage.

Knowledge creation refers to the generation of genuinely new knowledge within or by an organization, whether through internal research and experimentation, through engagement with external knowledge sources, or through the recombination of existing knowledge in novel configurations. For HRD, this stage is associated with the cultivation of individual and collective capacities for inquiry, creativity, and reflective practice. Learning environments that encourage experimentation, tolerate productive failure, and reward intellectual initiative are more conducive to knowledge creation than those structured around rigid performance standards and risk aversion. The development of these enabling capacities – sometimes described under the rubric of a learning culture – constitutes a legitimate and important domain of HRD practice.

Knowledge acquisition encompasses the processes through which organizations and individuals obtain knowledge from external sources – through recruitment, external training, professional development, benchmarking, and participation in inter-organizational networks. In HRD terms, this stage is directly associated with planned learning interventions and the strategic management of talent flows. The selection of training providers, the design of educational partnerships, and the management of employee mobility all represent mechanisms through which organizations acquire knowledge that supplements and enriches internal stocks.

Knowledge codification involves the transformation of tacit or informally held knowledge into forms that can be stored, communicated, and reused. This process is of particular significance for HRD because it makes knowledge accessible beyond the individuals who originally hold it, reducing organizational vulnerability to employee turnover and enabling systematic capability development. However, codification carries inherent limitations: not all knowledge is fully codifiable, and the reduction of

tacit expertise to explicit procedural documentation risks impoverishing the richness and contextual sensitivity of professional practice. Effective HRD therefore requires a nuanced approach to codification – one that seeks to capture the structures of expert knowledge without flattening the contextual judgements that distinguish genuine competence from mere rule-following [3].

Knowledge transfer and diffusion – the processes by which knowledge moves between individuals, teams, and organizational units – are among the most extensively studied phenomena in the knowledge management literature. Research consistently demonstrates that social relationships and informal networks are among the most effective channels of knowledge transfer, particularly for tacit and complex knowledge. This finding has direct implications for HRD design: programmes that foster social interaction, peer learning, mentoring, and inter-functional collaboration are likely to be more effective vehicles of knowledge diffusion than those relying exclusively on formal instruction. Communities of practice, as described by Lave and Wenger, represent one of the most powerful institutional forms for the sustained transfer of professional knowledge through legitimate peripheral participation.

Efficiency is another significant benefit of robust knowledge management practices. By having organized systems for sharing knowledge, organizations can avoid redundancies and reduce the time spent reinventing solutions, thus speeding up the response times to both internal and external challenges. This becomes particularly useful in HR processes such as onboarding new employees, where shared knowledge can significantly shorten the learning curve and help new hires become productive more quickly.

The effectiveness of knowledge management as an instrument of human resources development is substantially determined by the organizational conditions within which knowledge processes are embedded. These conditions – encompassing structural arrangements, cultural norms, leadership practices, and performance systems – collectively constitute the organizational architecture of knowledge. A critical examination of these enabling factors reveals the extent to which knowledge management transcends the technical and requires transformation at the level of organizational design.

Organizational structure exerts a foundational influence on knowledge flows and learning capacity. Hierarchical structures with strong functional boundaries and centralized decision-making tend to impede the lateral transfer of knowledge, restrict access to diverse information, and inhibit the informal social interactions through which tacit knowledge is most effectively shared. Flatter, more networked structures, by contrast, facilitate cross-boundary communication, create greater opportunities for collaborative problem-solving, and distribute decision-making authority in ways that develop managerial and professional competencies more broadly. The redesign of organizational structure in support of knowledge management is therefore simultaneously an intervention in human resources development [3].

Organizational culture – the system of shared values, assumptions, and normative expectations that shapes collective behaviour – is widely regarded as the most

important and most difficult to change determinant of knowledge management effectiveness. A culture characterized by openness, psychological safety, and a positive orientation toward learning facilitates the sharing of knowledge, including imperfect or provisional knowledge, which is essential for collective learning and innovation. Conversely, cultures marked by competition for status, fear of failure, and strong in-group boundaries inhibit the social exchanges upon which knowledge transfer depends. HRD professionals have a particular responsibility in shaping cultural conditions, both through direct intervention in organizational values and through the design of learning environments that model and reinforce knowledge-sharing behaviours.

Leadership practices constitute a third critical enabler. Research in the field of leadership and organisational learning consistently identifies the behaviours of senior leaders as powerful determinants of organisational learning capacity. Leaders who model intellectual curiosity, acknowledge uncertainty, solicit dissenting views, and create opportunities for reflection contribute directly to the conditions under which knowledge management can support human development. Transformational leadership, servant leadership, and more recently, ambidextrous leadership – combining the capacity to exploit existing knowledge while simultaneously exploring new possibilities – have each been associated with superior organisational learning outcomes.

Performance management systems, including appraisal processes, incentive structures, and career development frameworks, also mediate the relationship between knowledge management and HRD. Systems that reward individual performance exclusively, without recognizing contributions to collective knowledge or the development of others, create incentives that are antithetical to knowledge sharing. A growing body of evidence suggests that the alignment of performance management practices with knowledge management objectives – through the incorporation of knowledge-sharing behaviours, mentoring contributions, and learning orientation into performance criteria – significantly enhances both individual development and organisational knowledge capacity.

Furthermore, knowledge management supports organizational learning and development. It creates a repository of accessible information that can be used for training and development purposes, ensuring that valuable skills and lessons are not confined to individual employees but are spread throughout the organization. This democratization of knowledge not only helps in closing skill gaps but also promotes a culture of continuous learning and improvement.

Overall, knowledge management empowers HR departments to act more strategically, making better use of the intellectual capital within an organization. It not only enhances operational efficiencies but also plays a critical role in talent management, workforce planning, and maintaining a competitive edge in the market.

Implementing knowledge management effectively within a company involves a strategic approach that encompasses various best practices. These are designed to ensure that knowledge flows efficiently across the organization, enhancing both productivity and innovation.

Here are 7 of the best practices for implementing knowledge management [4]:

1. Establish a Clear Vision and Objectives. Begin by defining clear goals for your knowledge management initiatives. This should include what the organization hopes to achieve, such as improved decision-making, enhanced employee training, or better customer service. A clear set of objectives helps align the knowledge management strategy with the business's overall goals.

2. Cultivate a Knowledge-Sharing Culture. Perhaps the most critical factor in successful knowledge management is fostering a culture that values and encourages knowledge sharing through tools like Document360. This involves changing the organizational culture to reward those who contribute to the knowledge system and removing barriers to sharing information. Leadership should actively support and participate in knowledge sharing to set a positive example.

3. Utilize the Right Technology. Implement technology platforms that support the collection, storage, and dissemination of knowledge. This might include intranets, collaborative tools, content management systems, and databases specifically tailored for knowledge management. The technology should be user-friendly and integrated into the daily workflows of employees to encourage usage.

4. Develop a Knowledge Retention Strategy. To combat knowledge loss due to employee turnover, retirement, or other factors, develop strategies for capturing critical knowledge. This can include exit interviews, documentation practices, training sessions where outgoing employees transfer knowledge to their successors, and more.

5. Create Knowledge Access Points. Ensure that employees can easily access necessary information when they need it. This could be through centralized databases, search tools, FAQs, or even knowledge maps that guide employees to the right resources.

6. Measure and Adapt. Establish metrics to measure the effectiveness of knowledge management practices and make adjustments as needed. This could include tracking usage patterns, employee satisfaction, contribution rates, and how knowledge management impacts overall organizational performance.

7. Continuous Learning and Improvement. Encourage ongoing learning and the continuous updating of the knowledge base. As industries and technologies evolve, so too should the content and methods of your knowledge management system.

One of the primary hurdles is cultural resistance; employees often view knowledge as a source of power and may hesitate to share it, fearing a loss of advantage within the company. This necessitates a shift in organizational culture, emphasizing that knowledge sharing is beneficial to all and should be encouraged at all levels.

Another significant challenge is engaging employees effectively. If the benefits of a knowledge management system aren't immediately apparent or if the system is cumbersome to use, employees may not participate as hoped, which undermines the system's potential. This ties into another common issue: the integration and functionality of technology. Choosing the right technology that aligns with organizational needs while being user-friendly is crucial. Poor integration with existing

systems or a choice that leads to data silos can severely limit the effectiveness of knowledge management efforts.

Furthermore, ensuring the quality and security of information poses considerable challenges. It's vital to maintain accurate, up-to-date information that is relevant to users' needs. However, protecting this information – keeping it secure from unauthorized access while still readily available to those who need it – is a delicate balance to manage.

Additionally, measuring the success of knowledge management initiatives is often complex. Organizations struggle to develop metrics that accurately reflect the impact of these initiatives on overall performance. Without clear metrics, it's difficult to justify ongoing investment in knowledge management systems [4].

Lastly, managing the change that comes with implementing a new system requires careful planning and execution. Effective change management strategies are essential to ensure smooth transitions and maintain continuity in operations.

Technology profoundly influences knowledge management by providing the tools and platforms necessary for capturing, storing, and sharing organizational knowledge efficiently. Modern knowledge management systems leverage a variety of technological solutions, such as intranets, content management systems, collaborative platforms, and databases, which facilitate the centralization and democratization of information. This accessibility allows employees from various departments and even geographical locations to access valuable company knowledge whenever they need it, enhancing decision-making and innovation across the enterprise.

Additionally, advanced technologies like artificial intelligence and machine learning are revolutionizing knowledge management by automating complex processes and making information retrieval more intuitive. For example, AI can categorize and tag content automatically, predict what information will be useful to which user, and provide personalized content recommendations. These capabilities ensure that the right knowledge is delivered to the right person at the right time, substantially increasing the efficiency and effectiveness of knowledge management strategies. And with the integration of diffusion models, data quality and accuracy can be taken to the next level, further optimizing the entire process. Furthermore, integrating machine learning development services can help fine-tune these processes, allowing for continuous improvement and greater adaptability within knowledge management systems.

Moreover, technology also supports the security aspects of knowledge management by implementing robust data protection measures that safeguard sensitive information while still allowing seamless access to authorized users. This is crucial in maintaining trust and integrity within the system.

The digital transformation of organisational environments has introduced a new and increasingly salient set of conditions shaping the relationship between knowledge management and human resources development. Technologies ranging from enterprise content management systems and learning management platforms to artificial intelligence, machine learning applications, and collaborative digital workspaces have

substantially altered both the infrastructure of knowledge management and the modalities through which human resources are developed.

The digitalization of knowledge management infrastructure has dramatically extended the capacity for knowledge codification and dissemination. Large-scale databases, searchable document repositories, and enterprise social networks have made it possible to store and make accessible far larger volumes of codified organisational knowledge than were previously feasible. For HRD, these developments have expanded the repertoire of available learning resources, facilitated on-demand access to expertise, and created new possibilities for self-directed learning and competence development. E-learning platforms, massive open online courses, and micro-learning applications have diversified the modalities through which formal and informal learning can occur, potentially extending developmental opportunities to employees who are geographically dispersed or working in non-standard employment arrangements.

At the same time, the increased availability of digital knowledge resources has given rise to new challenges. The problem of information overload — the cognitive and organisational difficulty of navigating, evaluating, and applying knowledge from an abundance of sources — has emerged as a significant constraint on the productive use of digitally mediated knowledge. HRD practice must therefore attend not only to the provision of knowledge but to the cultivation of knowledge literacy: the capacity to identify, evaluate, synthesize, and critically apply knowledge from diverse digital sources. This meta-competence, sometimes described as information literacy or digital knowledge fluency, has become an increasingly important dimension of contemporary human capital development [3].

The deployment of artificial intelligence in knowledge management contexts introduces further implications for HRD. Machine learning systems capable of identifying patterns in large datasets, making recommendations, and automating cognitive tasks are reshaping the knowledge demands placed on human workers. In some domains, AI augments human capabilities by processing information at scales beyond individual cognitive capacity and by making expertise accessible on demand. In others, it displaces routine cognitive work, creating pressure for the development of higher-order competencies — creativity, complex judgement, relational intelligence, and ethical reasoning — that are more difficult to automate. HRD must respond to this shifting landscape by reorienting developmental investments toward competencies that complement rather than compete with artificial intelligence capabilities.

The emergence of hybrid and remote working arrangements, accelerated by the disruptions of the early 2020s, has also introduced structural challenges for knowledge management that carry direct implications for HRD. The informal social interactions that are the primary medium of tacit knowledge transfer — spontaneous conversation, observation of expert practice, participation in shared problem-solving — are substantially more difficult to sustain in distributed working environments. Organizations face the challenge of designing virtual substitutes for these organic knowledge-sharing processes, through mechanisms such as virtual communities of

practice, structured peer learning programmes, and digital mentoring relationships, while recognizing that these substitutes may not fully replicate the richness of face-to-face interaction.

This article has sought to establish that knowledge management is not merely functionally related to human resources development but constitutes one of its essential theoretical and practical foundations. The development of human capital – understood in its full complexity as the cultivation of tacit and explicit knowledge, declarative and procedural competence, individual and collective capability – is inseparable from the processes through which organizations create, acquire, codify, transfer, and apply knowledge.

Several substantive conclusions follow from the analysis presented. First, the design of HRD interventions must be informed by a theoretically adequate understanding of the heterogeneous nature of organisational knowledge. Programmes that address only the explicit, codifiable dimensions of professional competence will systematically underinvest in the tacit knowledge dimensions that are most consequential for expert performance. Second, the social architecture of knowledge transfer – communities of practice, mentoring relationships, collaborative inquiry – must be recognized as a central, rather than peripheral, mechanism of HRD. Investment in relational infrastructure is as important as investment in formal training.

Third, the organisational conditions that enable effective knowledge management – an open learning culture, structurally facilitated knowledge flows, leadership commitment to collective inquiry, and performance systems aligned with knowledge-sharing behaviours – are simultaneously the conditions that enable sustainable human resources development. HRD strategy and knowledge management strategy must therefore be developed and implemented in an integrated fashion, rather than as parallel functions administered by separate organisational units.

Fourth, the digital transformation of knowledge management environments creates both new opportunities and new challenges for HRD. The expansion of accessible knowledge resources must be accompanied by investment in knowledge literacy and higher-order competencies that enable productive engagement with an increasingly complex epistemic environment. The displacement of routine cognitive work by artificial intelligence requires a reorientation of developmental investment toward the distinctively human capacities that are most difficult to automate.

Finally, the theoretical frameworks reviewed in this article collectively suggest that the most productive conceptualization of knowledge management, for the purposes of HRD, is neither exclusively technological nor exclusively social, but systemic. The challenge facing organizations is to design integrated systems in which technology, social structure, culture, leadership, and individual learning capacity are aligned in support of continuous knowledge generation and application. It is in the construction and maintenance of these integrated knowledge systems that the most significant opportunities for human resources development reside.

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МЕХАНІЗМИ ДЕРЖАВНОГО РЕГУЛЮВАННЯ ЦИФРОВІЗАЦІЇ НАЦІОНАЛЬНОЇ ЕКОНОМІКИ

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Анотація. У роботі обґрунтовано сутність і структуру механізмів державного регулювання цифровізації національної економіки. Визначено ключові напрями регуляторного впливу, зокрема нормативно-правовий, економічний та організаційний. Доведено, що ефективність державного регулювання визначається узгодженістю інституційних інструментів і здатністю забезпечувати збалансований розвиток цифрових процесів.

Ключові слова: державне регулювання, цифровізація, національна економіка, механізми регулювання, цифрова трансформація, інституційне забезпечення.

Введення. Цифровізація національної економіки є складним системним процесом, що супроводжується трансформацією виробничих відносин, зміною структури ринків та формуванням нових моделей економічної взаємодії. У цих умовах зростає роль держави як ключового суб'єкта, що визначає правила функціонування цифрового середовища та забезпечує узгодженість економічних, технологічних і соціальних процесів.

Необхідність державного регулювання цифровізації обумовлена як потенційними перевагами цифрової трансформації, так і ризиками, пов'язаними з нерівномірністю доступу до цифрових ресурсів, монополізацією ринків та