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**FLEXIBLE FORMS OF EMPLOYMENT IN THE SYSTEM
OF BUSINESS PROCESS ENGINEERING AND PERSONNEL
MANAGEMENT IN MODERN CONDITIONS**

The article explores the role of flexible employment forms as a tool for preserving jobs and supporting Ukraine's labor market during the war. The main models of flexible employment are identified, including remote work, part-time employment (flexible schedule), project-based employment (temporary contracts), and internal outsourcing (personnel rotation). The mechanisms of the influence of employment forms on the labor market in wartime conditions have been formulated. Recommendations are made to improve legislation, expand insurance programs, and encourage businesses to adopt digital platforms.

Keywords: flexible employment forms, international experience, job retention, economic instability, outsourcing, remote work.

Introduction. The war in Ukraine has caused large-scale socio-economic changes that have significantly impacted the labor market. The destruction of enterprises, workforce mobilization, mass migration, a shortage of skilled workers, and overall economic instability have forced businesses to seek new adaptation mechanisms. Under these conditions, traditional employment forms have lost their stability, while flexible work models — remote work, part-time employment, project-based activities, and outsourcing — have become not only survival tools but also key elements of strategic personnel management. However, the rapid transformation of the labor market presents numerous challenges requiring comprehensive solutions.

The lack of legal regulation for new employment forms creates risks of legal uncertainty for both employees and employers, exacerbating the informalization of labor relations. Income instability, limited access to social security, the need for high self-discipline, and difficulties in productivity monitoring undermine the effectiveness of implementing flexible work formats.

Additionally, businesses face the challenge of retaining skilled personnel, who are either forced to move abroad or transition to the freelance sector, complicating workforce planning and the long-term development strategy of enterprises. These significant structural changes require the development of new approaches to state labor market

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regulation, adaptation of labor legislation, and the creation of effective social protection mechanisms for non-standardly employed workers.

It is essential to consider international experience in regulating flexible labor relations and adapt it to Ukraine's realities, which will not only mitigate the consequences of the war but also lay the foundation for the future modernization of the labor market.

Analysis of recent studies and publications. To achieve the primary objective of this study, the works of Ukrainian scholars were analyzed as follows:

The study (Blyzniuk, 2024) provides essential context by highlighting key management mechanisms for regulating labor market flexibility and applying a subject-based approach to its analysis, which reveals structural changes in the labor market under prolonged crisis conditions.

The research (Buda, 2016) served as a foundation for analyzing non-standard forms of employment, including outsourcing, outstaffing, and remote work, along with their social risks, forming the basis for evaluating the advantages and challenges of such employment models in the context of Ukraine's wartime realities. Additionally, the study (Prohoniuk, 2021) emphasized that non-standard forms of employment can exacerbate inequality and social insecurity, necessitating the creation of a regulatory framework to ensure employment stability and social guarantees. The legal analysis of remote employment conducted (Makhitko, 2024) reinforced the article's argument regarding the need to update labor legislation to protect the rights of platform workers. Particularly noteworthy are the conclusions (Kolomiiets, 2020) on the macroeconomic benefits of remote work and recommendations for state support of enterprises during unforeseen situations such as war. The research (Achkaso-va, 2023) provided a detailed analysis of personnel outsourcing as a key means of resource-saving and process optimization for businesses under crisis conditions. The findings (Cheriomukhina, 2022) offered practical recommendations for labor market recovery post-war, which were adapted in the article to develop institutional mechanisms supporting non-standard employees.

Thus, integrating these studies enabled not only a comprehensive review of the current challenges facing Ukraine's labor market during wartime but also the development of thorough recommendations for transforming the labor market and advancing flex-

ible employment forms as a sustainable mechanism for economic recovery and modernization.

Formulating the purposes of the article purpose of this study is to conduct a comprehensive analysis of flexible employment forms as an effective tool for preserving jobs and stabilizing Ukraine's labor market during wartime. The research aims to identify the advantages and challenges associated with the implementation of non-standard employment models, assess their impact on economic activity, labor productivity, and workers' social protection. The study also involves developing recommendations for improving regulatory mechanisms, adapting labor legislation to new conditions, encouraging employers to adopt flexible work formats, and creating effective state support programs for non-standard workers. Special attention is given to the experience of foreign countries in regulating flexible labor relations and the possibilities of adapting this experience to Ukrainian realities to build a sustainable employment system in the post-war period.

Presentation of the main research material. Changes in the socio-economic environment caused by the war have significantly impacted Ukraine's labor market, transforming traditional employment models and compelling both businesses and the state to seek new approaches to organizing labor relations. Enterprises lost the ability to maintain a permanent workforce, while employees faced the loss of job stability, leading to the necessity of adopting alternative employment models. Flexible forms of work have become one of the most effective tools for preserving economic activity, enabling job retention and business continuity even under crisis conditions.

Therefore, studying modern models of flexible employment, their advantages, challenges, and practical applications in wartime is relevant. Let us consider each flexible employment model separately, starting with the «Remote Employment» model, as shown in Figure 1.

As seen from Figure 1, the model «Remote Employment» during wartime highlights its key role in preserving jobs and enabling business adaptation to crisis conditions. This model has evolved from a reactive measure to a strategic tool for transforming the labor market, where the combination of technologies and flexible planning creates new opportunities and challenges for both employers and employees. Digital technologies have enabled

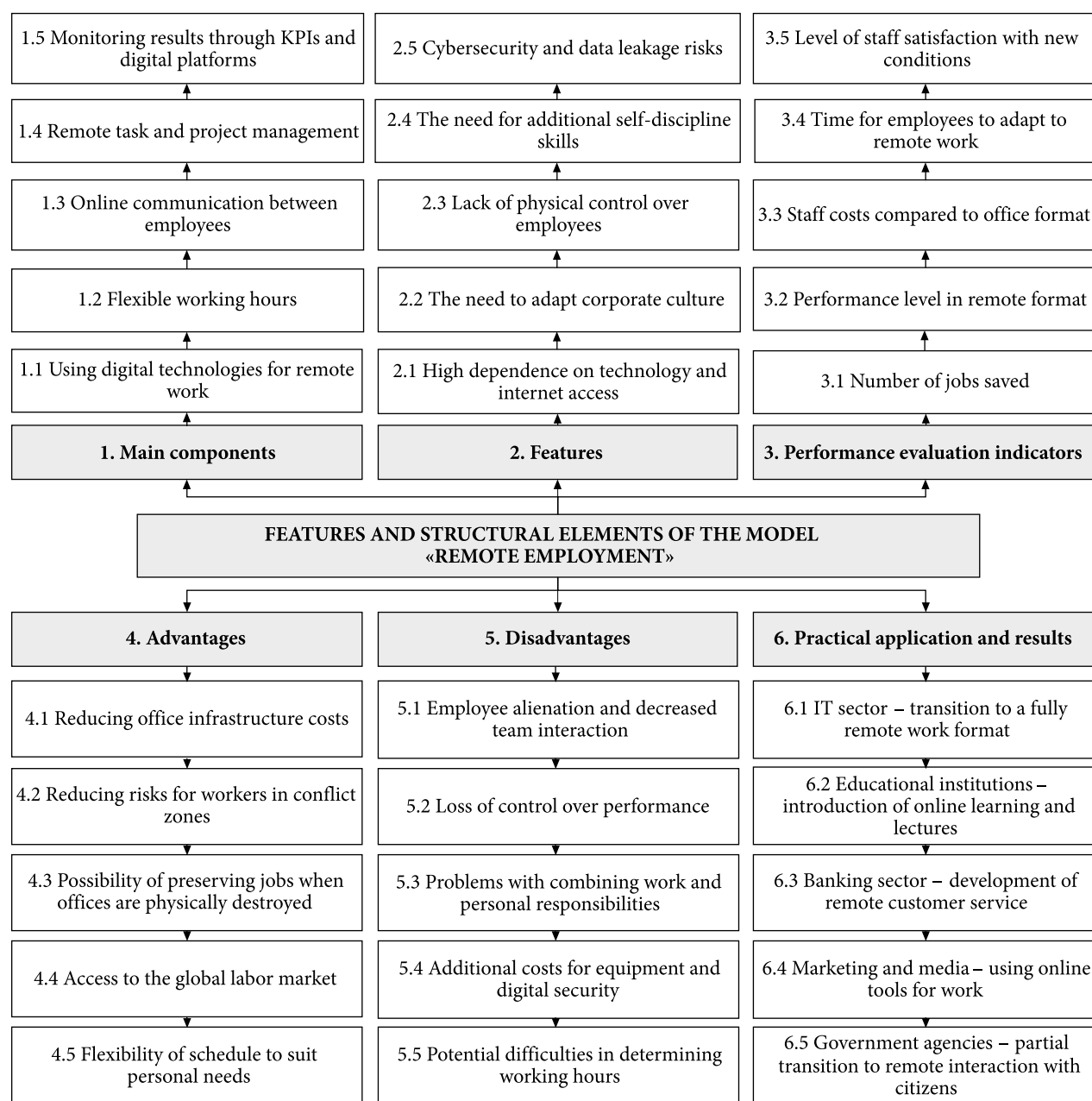


Figure 1. Features and structural elements of the model «Remote employment»
Source: Buda, 2016.

businesses to maintain functionality despite the physical destruction of offices or operations in hazardous areas. This trend is particularly evident in the IT sector, banking industry, and education, where online operations have become the foundation of activity.

Experience has shown that digitalization is a decisive factor for the survival of enterprises and institutions. Despite the obvious advantages, including reduced office infrastructure costs, flexible schedules, and access to the global labor market, re-

mote work presents several challenges. The loss of physical control over employees forces businesses to adopt digital productivity monitoring models using KPIs and specialized platforms. However, these tools do not always account for the human factor, increasing the risks of professional burnout and employee disengagement. A key aspect of this model is the issue of employee self-discipline, as it becomes a critical factor in efficiency. At the same time, the problem of balancing work and personal life becomes increasingly acute, creating potential

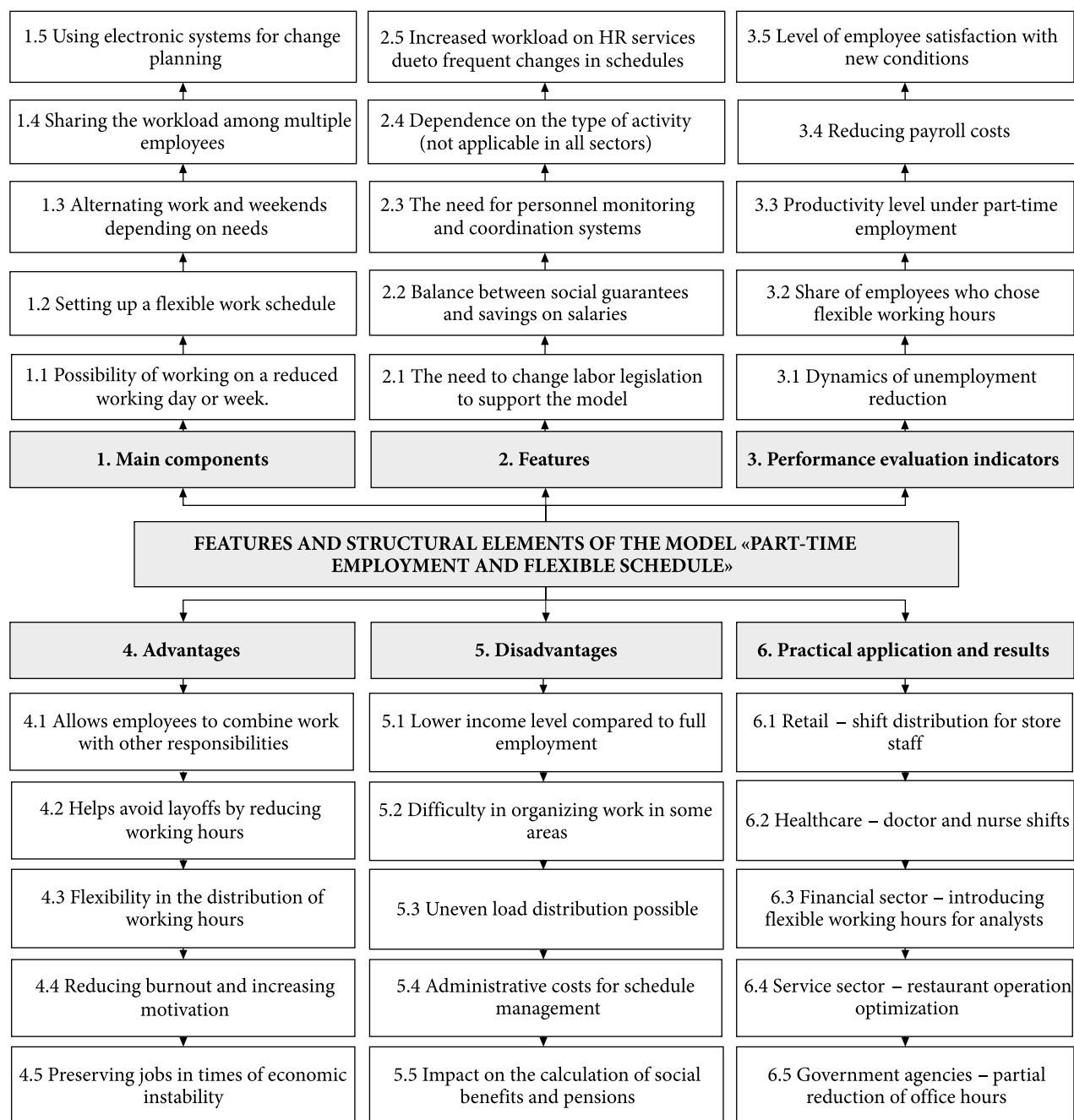


Figure 2. Features and structural elements of the model «Part-time employment and flexible schedule»

Source: developed by the author himself.

conflicts and lowering employee satisfaction. A significant example of adapting this model is state institutions, which have demonstrated the ability to implement digital interaction tools even within conservative structures.

This experience opens up new prospects for further use of remote formats in the post-war period. Thus, remote employment has become a catalyst for forming a new model of labor relations, where technologies, flexibility, and effective management

become the foundation of resilience for businesses and the public sector.

Let us consider the features and structural elements of the model «Part-Time Employment and Flexible Schedule» in Figure 2.

According to Figure 2, the «Part-Time Employment and Flexible Schedule» model allows companies to optimize overall costs and enables employees to flexibly adapt their work activities to new conditions, combining work with family or social

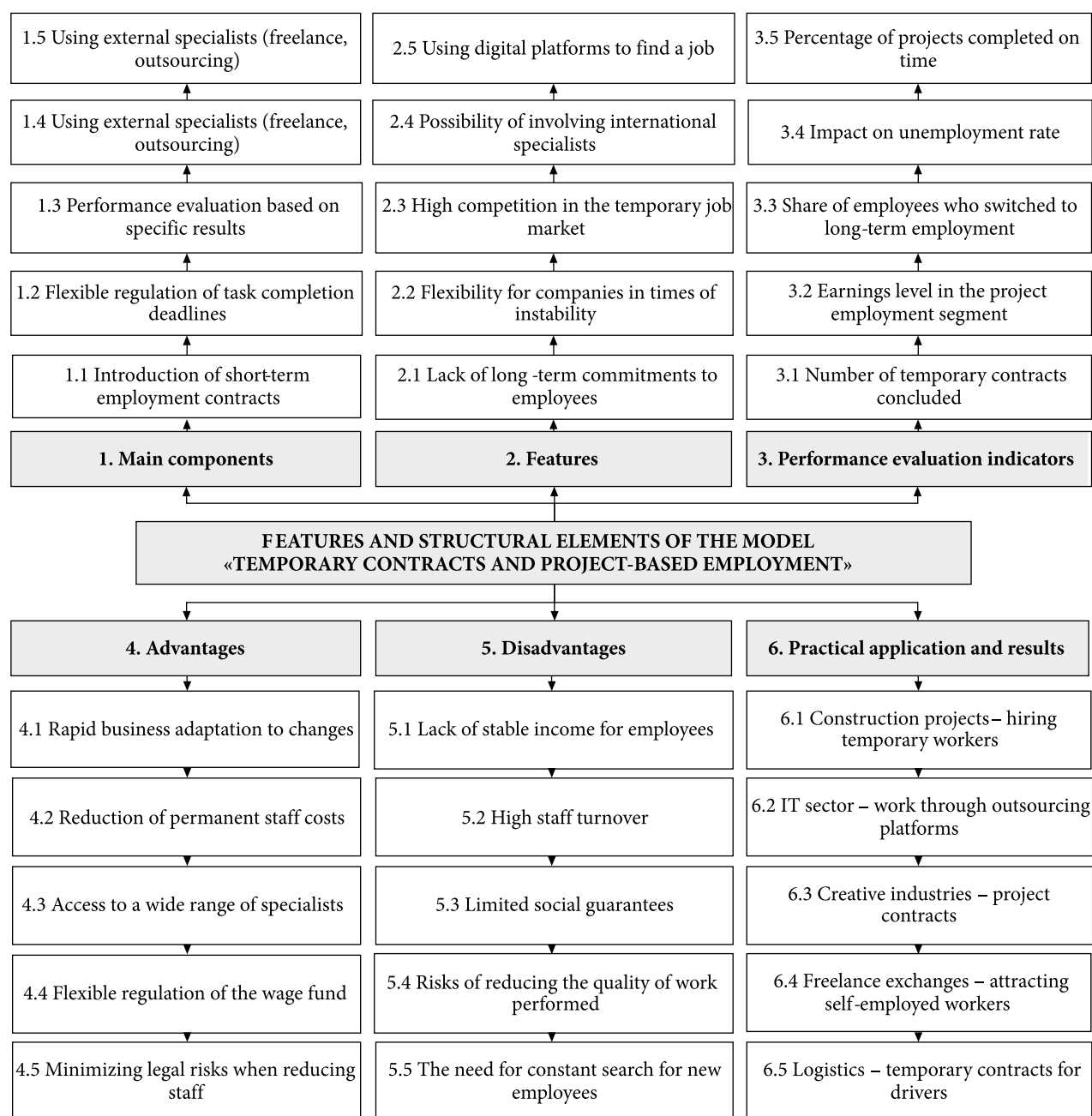


Figure 3. Features and structural elements of the model «Temporary Contracts and Project-Based Employment»
Source: developed by the author himself.

responsibilities. The flexibility of this model allows employers to avoid layoffs by merely reducing working hours, which is particularly effective in sectors with uneven demand, such as retail and services. Properly organized shift schedules ensure constant staff presence while minimizing costs. Regarding the financial sector and government institutions, a flexible schedule contributes to increased productivity through the rational use of working hours. However, this model also presents systemic challenges related

to the uneven distribution of workload and planning difficulties, requiring the implementation of digital schedule management systems. The administrative costs associated with their implementation compel companies to revise their staffing strategies. Part-time employment also affects the calculation of social benefits and pensions, which may negatively impact employee motivation. Compared to full remote work, part-time employment often serves as an intermediate stage for companies that are not



Figure 4. Features and structural elements of the model «Personnel Rotation and Internal Outsourcing»
Source: (Achkasova, 2023).

yet ready to fully digitize their business processes. It enables gradual cost optimization and the phased adaptation of staff to changes.

Let us consider the features and structural elements of the model «Temporary Contracts and Project-Based Employment» in Figure 3.

The presented «Temporary Contracts and Project-Based Employment» model enables flexible responses to changing demand by engaging external specialists and establishing short-term contracts. This approach allows companies to optimize costs

and maintain project efficiency even under unstable economic conditions.

The flexibility of this model allows for the rapid adjustment of workforce size based on business needs, which is particularly relevant for industries with uneven workloads, such as construction, logistics, and creative industries. In the IT sector, this model provides access to international expertise, enhancing a company's competitiveness.

However, the model comes with significant risks. The unstable income creates financial uncertainty

for workers, while high employee turnover increases companies' costs related to the constant search for and adaptation of new personnel. Additionally, the absence of social guarantees undermines employee motivation and loyalty, negatively affecting the quality of work performed.

Digital platforms have become key tools for personnel search and management, providing access to a broad range of specialists. However, the effectiveness of these platforms depends on reliable mechanisms for evaluating completed tasks and ensuring compliance with agreements. While competition encourages skill development, it also contributes to labor price dumping.

To ensure the long-term sustainability of this model, mechanisms for the social protection of temporary workers and income stabilization are necessary. Only under such conditions can project-based employment become a foundation for creating a more dynamic, flexible, and resilient labor market.

Let us consider the features and structural elements of the model «Personnel Rotation and Internal Outsourcing» in Figure 4.

The model «Personnel Rotation and Internal Outsourcing» is a strategic tool that ensures business adaptation to crisis conditions and contributes to job retention. It optimizes the use of internal resources, enhances workforce flexibility, and fosters strong horizontal connections between departments, reducing costs associated with engaging external contractors.

The key advantage of this model lies in reallocating employees to new functions or projects, which helps minimize staff turnover while fostering the development of multifunctional skills. This approach supports business continuity, strengthens corporate culture, and improves interdepartmental collaboration, directly impacting teamwork efficiency.

However, the model is not without risks. Frequent changes in job functions can create a sense of professional uncertainty among employees, decreasing motivation and causing stress due to the need for rapid acquisition of new competencies. This threatens to reduce workforce specialization and affect productivity. Furthermore, the lack of clear task distribution among departments increases the likelihood of conflicts and decreases the quality of task execution.

The effective implementation of this model requires investments in knowledge management

systems, retraining programs, and performance monitoring mechanisms. Only by establishing transparent task allocation mechanisms, improving motivational tools, and introducing adaptive training programs can personnel rotation become a sustainable tool for enterprise development and stability.

A comparative analysis of various flexible employment models has identified that, during the war in Ukraine, remote work proved to be the most effective and strategically justified model. Its key advantage lies in ensuring business process continuity even amid physical infrastructure destruction or employees being located in dangerous zones. This model combines technological capabilities with flexible work planning, allowing adaptation to unstable conditions.

The use of digital technologies becomes fundamental to maintaining business functionality, particularly in the IT sector, financial institutions, and education, where a mass transition to online formats has demonstrated its effectiveness. At the same time, the remote work model poses challenges, including professional burnout and productivity monitoring issues. However, it requires minimal infrastructure costs, enabling job preservation and the development of new digital competencies. Compared to flexible scheduling or personnel rotation models, remote work is more adaptable to crisis conditions, as it completely removes dependency on physical locations.

The part-time employment model, although useful for cost optimization and retaining skilled personnel, is limited by its complexity in management and its impact on employee social guarantees. Project-based work and outsourcing are effective for short-term tasks but cannot provide stability or social support during wartime.

Thus, remote work becomes the foundation for transforming labor relations, where digital technologies and adaptive management forms serve as key survival factors for both businesses and the public sector.

Let us formulate the mechanisms of the influence of employment forms on the labor market in wartime conditions (Table 1), according to the data in Fig. 1–4.

Analyzing the data in Table 1, the labor market is undergoing multi-vector transformations affecting not only employment forms but also personnel management mechanisms, as well as the economic

and social aspects of business operations. Remote work, previously part of digital transformation, has become a vital mechanism for maintaining economic activity, ensuring the safety of employees in conflict zones, and allowing companies to sustain their operations. However, this form of employment faces challenges, including unstable internet and power access, increased cyber threats, and heightened requirements for digital literacy and self-discipline. This stimulates the formation of autonomous digital business models and the emergence of new specializations such as «digital volunteers» and «information front operators». Simultaneously, the functional expansion of remote employment for military needs is accelerating changes in the labor market.

Flexible schedules and part-time employment, as mechanisms for cost optimization and enabling the

combination of multiple activities, become essential under conditions of instability. The war leads to forced changes in work schedules, the transition of employees to volunteer or military activities, and increased income instability, raising stress levels. This necessitates the development of adaptive work schedules tailored to extreme conditions and the implementation of more effective social protection models for employees working under flexible conditions. At the same time, project-based employment and temporary contracts allow businesses to respond quickly to economic changes by engaging specialists for specific tasks without long-term commitments. While this reduces the financial burden on companies, it also creates job insecurity, intensifies competition for positions, limits social guarantees, and increases long-term uncertainty. The military situation amplifies these trends, fos-

Table 1. Mechanisms of the influence of employment forms on the labor market in wartime conditions

Form of employment	Main mechanisms of influence	The impact of wartime	Scientific novelty and further perspective
Remote work	<ul style="list-style-type: none"> • Reduction in office infrastructure costs; • Changing approaches to performance management through KPIs; • Increased need for digital skills and self-discipline 	<ul style="list-style-type: none"> • Safety of workers in war zones; • Loss of stable access to the internet and electricity; • Growing cyber threats due to military disinformation 	<ul style="list-style-type: none"> • Formation of models of digital business autonomy (work without stable communication); • Emergence of new specializations: «digital volunteers», «information front operators»; • Expansion of remote work functions for military needs
Part-time and flexible working	<ul style="list-style-type: none"> • Optimization of personnel costs; • Ability to combine several types of activities; • Uneven workload on employees depending on needs 	<ul style="list-style-type: none"> • Mass forced schedule changes due to missile strikes; • Transition of some employees to volunteering and military needs; • Increased stress due to income instability 	<ul style="list-style-type: none"> • Development of «adaptive work schedules» (working in between shelling); • Impact on productivity levels and cognitive exhaustion of workers; • Use of social protection models for part-time workers
Temporary contracts and project work	<ul style="list-style-type: none"> • Flexibility in the use of labor; • High competition in the temporary employment segment; • Increasing the impact of instability on the well-being of workers 	<ul style="list-style-type: none"> • Loss of long-term contracts due to military uncertainty; • Increased requests for remote project work for foreign companies; • Involvement of specialists in reconstruction projects and military developments 	<ul style="list-style-type: none"> • The emergence of «military outsourcing clusters» to attract IT and engineering specialists; • Modeling the global mobility of Ukrainian specialists; • Using contract labor for the rapid restoration of critical infrastructure
Staff rotation and internal outsourcing	<ul style="list-style-type: none"> • Redistribution of employees between functions and departments; • Cost optimization through the use of internal resources; • Increased need for training and adaptation 	<ul style="list-style-type: none"> • Businesses transition to multi-functional roles; • Rapid change of specializations to perform military and humanitarian tasks; • Using rotation to relieve emotionally exhausted employees 	<ul style="list-style-type: none"> • Formation of «adaptive corporate structures» with flexible specializations; • New models of internal training for extreme conditions; • Use of rotation to prevent professional burnout during war

Source: formed by the author independently.

tering the development of “military outsourcing clusters,” which engage IT and engineering specialists for international projects and the restoration of critical infrastructure.

Staff rotation and internal outsourcing are becoming strategic tools for maintaining employment and optimizing costs. Redistributing employees across functions and departments helps companies maintain operational stability during crises and use human resources more efficiently. However, this approach requires high adaptability, accelerated training, and retraining from employees, which may lead to cognitive fatigue, reduced motivation, and professional burnout. As a result, new adaptive corporate structures are emerging, including flexible specializations and internal training programs designed for work in extreme conditions.

In this context, economic reservation of employees becomes a critical factor for retaining key specialists. The public sector, defense industry, and critical infrastructure require justified personnel reservation mechanisms. However, private businesses face significant financial constraints. In the food industry, which ensures national food security, the reservation mechanism is often ineffective due to low business margins and limited financial resources. This poses risks of losing qualified personnel, potentially reducing production capacities, increasing food prices, and exacerbating social problems. Addressing this issue requires a more flexible reservation system that considers the critical importance of enterprises rather than solely focusing on salary levels. Implementing a differentiated approach to employee reservation across economic sectors would reduce the burden on businesses while ensuring the stability of vital industries.

Another significant direction in labor market development is the implementation of digital employment management platforms and business needs monitoring. Leveraging big data and artificial intelligence enables rapid assessment of economic changes, optimizing labor resource allocation across regions and industries, and anticipating the demand for new specializations. This is particularly relevant given the increasing mobility of Ukrainian specialists in the international labor market, which presents both risks of talent outflow and opportunities for developing global labor relations.

A fundamental element of labor market adaptation to wartime conditions is personnel manage-

ment process engineering, which allows for the creation of flexible, adaptive, and efficient employment models. Applying business process reengineering methods to personnel management optimizes company staffing policies, enhances labor resource allocation efficiency, minimizes adaptation costs for new conditions, and ensures a swift response to crisis changes. Integrating advanced technologies into business processes automates management decisions, reducing bureaucratic burdens and increasing the efficiency of strategic personnel decisions.

Thus, adapting the labor market to wartime conditions requires a comprehensive approach that includes the development of flexible employment forms, improving staff rotation mechanisms, reforming the reservation system, and actively implementing digital technologies. Effective personnel management during crises must become a strategic priority for both the state and businesses, as it will determine not only the resilience of the economic system during the war but also the prospects for post-war recovery. Personnel management process engineering is a key mechanism in ensuring this adaptation, facilitating the creation of high-efficiency employment models capable of responding to contemporary challenges.

The next step is to analyze the current employment situation in Ukraine caused by military actions (Table 2).

According to Table 2, Ukraine's labor market in 2024 is undergoing dynamic transformation, reflecting both positive trends in economic recovery and significant structural challenges. The decline in the unemployment rate from 19,1 % in 2023 to 14,2 % in 2024 indicates a partial return to economic activity. However, this reduction may not solely result from economic revitalization but also from migration processes, the transition of part of

Table 2. The current state of employment in Ukraine caused by military actions (2023—2024)

Parameter	2023	2024
Unemployment rate, %	19,1	14,2
Number of unemployed (thousands of people)	96,1	94,2
Decrease in the level of employment, %	10	8—10
Growth of temporary jobs, %	17	20
Increasing the number of freelancers, %	12	15—20
Movement of labor to another region, %	10	12—15

Source: (State Statistics Service, 2024).

the population to the shadow economy, and an increase in informal employment. An additional factor is the reduction in the number of unemployed from 96,100 to 94,200 individuals, possibly indicating the effectiveness of state programs supporting employment and retraining. The growth in temporary jobs from 17 to 20 % illustrates a strengthened trend among businesses to use flexible employment forms to reduce risks and increase adaptability. For workers, this provides an opportunity to manage workloads and schedules, but it also poses long-term risks of income instability and diminished social protection.

Noteworthy is the increase in the freelance segment from 12 to 15–20 %. This trend reflects internal factors such as the development of the IT sector and the creative economy, as well as external demand for Ukrainian specialists. However, many freelancers are forced into self-employment due to the lack of stable jobs in traditional sectors.

Regional labor mobility has also intensified, with workforce migration rising to 12–15 %. People seek better working conditions or are forced to evacuate from dangerous regions, creating pressure on local labor markets and social infrastructure.

Despite positive signals, structural challenges remain significant. The rise in temporary employment, expansion of the freelance segment, and regional disparities require active state intervention. A key task is to develop effective social protection mechanisms for workers engaged in flexible employment forms and stimulate economic growth by supporting high-tech industries and innovative employment models (Veklych, 2024).

Next, we will examine the income structure for different employment forms in Ukraine (2023–2024) in Table 3.

According to Table 3, during 2023–2024, Ukraine experienced a significant transformation in income structure across different employment forms, reflecting the dynamics of the labor mar-

ket under wartime conditions. Full employment remains the most stable form of work, with average incomes rising from UAH 18,000–22,000 in 2023 to UAH 20,000–25,000 in 2024. Its share of total income increased from 60 to 65 %, indicating a steady demand for permanent employees.

In contrast, part-time employment showed a slight increase in average incomes from UAH 11,000–14,000 in 2023 to UAH 12,000–15,000 in 2024. Its share of total income rose from 18 to 20 %, suggesting a gradual expansion of this form of employment, driven by the growing demand for flexible work schedules. Freelancing demonstrated positive dynamics, with average incomes rising from UAH 15,000–18,000 in 2023 to UAH 18,000–22,000 in 2024. Its share of total income increased from 8 to 10 %, reflecting the growing popularity of remote work, self-employment, and digital professions, aligning with global trends. The most contradictory dynamics were observed in temporary employment. Although average incomes increased from UAH 9,000–12,000 in 2023 to UAH 10,000–13,000 in 2024, its share of total income sharply declined from 14 to 5 %. This may indicate either a reduced demand for temporary jobs or a re-orientation of workers toward more stable employment forms that offer military exemptions.

Overall, the increasing role of flexible employment forms, such as part-time work and freelancing, highlights the need for the state to adapt labor market policies, including expanding social protection for non-standard workers (Cheriomukhina, 2022). Meanwhile, the sharp decline in temporary employment suggests a crisis in the unstable employment segment, which requires additional support measures.

Next, we will examine the methods Ukrainian enterprises use to overcome labor shortages, as shown in Table 4.

According to Table 4, the labor shortage in Ukraine in 2024 remains one of the key challenges

Table 3. Income structure by different forms of employment in Ukraine (2023–2024)

Form of employment	Average income 2023, UAH	Average income 2024, UAH	Share in total income 2023, %	Share in total income 2024, %
Full employment	18,000 — 22,000	20,000 — 25,000	60	65
Partial employment	11,000 — 14,000	12,000 — 15,000	18	20
Freelance	15,000 — 18,000	18,000 — 22,000	8	10
Temporary employment	9,000 — 12,000	10,000 — 13,000	14	5

Source: (State Statistics Service, 2024).

for many enterprises, forcing them to adapt to new labor market conditions. The most common method to address this issue is employee retraining and task redistribution, practiced by 53,5 % of companies. This approach helps retain staff by enhancing their skills and reducing recruitment costs. However, it also indicates limited labor market mobility, where finding qualified specialists is becoming increasingly difficult.

Programs for young specialists are used by 32,6 % of companies, reflecting a strategic focus on long-term talent development and competition for skilled workers. This may also signal a shortage of experienced professionals who have either emigrated or exited the labor market.

Process automation, chosen by 23,9 % of enterprises, is emerging as a key area of digital transformation to compensate for the labor shortage and improve operational efficiency. Outsourcing is utilized by 16 % of companies, delegating specific functions to external providers, which allows businesses to concentrate on core processes and reduce administrative burdens (Blyzniuk, 2024). However, this strategy carries risks, such as losing control over critical business processes.

It is noteworthy that 17,8 % of enterprises do not implement any measures to address the labor shortage, which may indicate either stability in their sector or a lack of adaptability to changing conditions. Only 3,6 % of companies hire foreign specialists, a situation explained by complex employment procedures, language barriers, and regulatory restrictions.

Programs for older workers are applied by 8,8 % of enterprises, indicating limited utilization of this demographic's potential. Remote work is fully available to all personnel in 25 % of companies, partially available in 63 %, while 12 % do not allow remote work at all.

Overall, the analysis shows that most Ukrainian companies focus on internal resources through employee retraining, engaging with youth, and process automation. For sustainable economic development, workforce policies should integrate personnel development, digital transformation, and effective recruitment strategies.

Next, we will examine the primary areas of operational expenses and investments for companies in 2024, as shown in Table 5.

According to Table 5, Ukrainian businesses in 2024 demonstrate a strategic approach to person-

nel management and human capital development. The primary focus is on staff expansion (45,2 %) and professional employee training (35,7 %), indicating companies' need for new competencies to adapt to the dynamic market changes. This activity is driven by the integration of digital technologies, global competition, and the demand for improved business process efficiency.

Training has become a key area of investment as businesses recognize the importance of developing in-house specialists. More companies are implementing blended learning formats that combine online courses, interactive training, mentorship programs, and microlearning. These formats enable the rapid updating of employees' knowledge in response to market changes. Special emphasis is placed on mastering digital skills, data analytics,

Table 4. Methods of overcoming the shortage of personnel during the war in Ukraine

A method of overcoming the shortage of personnel	Interest, %
Retraining of employees, redistribution of responsibilities in the team	53,5
Programs for young professionals	32,6
Process automation	23,9
We do not use any of these methods	17,8
Outsourcing (transfer of certain business processes to external suppliers)	16
Programs for the elderly	8,8
Our company does not experience a shortage of personnel	8,6
Recruitment of specialists from other countries	3,6

Source: (Ukrainian labor market, 2024)

Table 5. The main directions of operating expenses and investments of companies (2024)

Direction of expenses and investments	Interest, %
Expansion of staff	45,2
Launch of new products	40,2
Advertising and marketing	38
Training of employees	35,7
Expansion of sales in other regions	23,5
Equipment / transport upgrade	22,7
Automation of processes / procurement of software	18
Website / mobile application development	16,9
We do not plan investments	11,9
Export development	10,2

Source: (Ukrainian labor market, 2024).

project management, and other competencies critical for sectors such as IT, finance, and consulting.

Staff expansion requires not only the recruitment of new personnel but also the creation of effective onboarding programs. Such programs facilitate faster integration of newcomers into work processes, increase engagement, and reduce employee turnover. Key components of these processes include training materials and mentorship systems, which help new employees adapt more quickly to the corporate culture.

The trend toward flexible work formats is gaining momentum. Companies are actively investing in digital platforms for productivity monitoring, communication tools, and automated HR systems, which enable efficient management of distributed teams and maintain productivity even in remote formats. Instead of traditional offline courses, personalized online programs, gamified modules, and microlearning are gaining popularity, enhancing employee motivation and engagement.

Thus, in 2024, Ukrainian businesses prioritize investment in personnel as a key factor of competitiveness.

The next step is to highlight international experience aimed at maintaining employment through financial incentives, flexible labor regulation mechanisms, and workforce adaptation programs to the changing economic reality.

One of the key success factors of international labor market support programs is their flexibility, manifested in both partial wage financing (Germany, Australia, the United States) and the promotion of employee retraining (Finland). Germany's experience with the «Kurzarbeit» program demonstrates that reducing working hours without layoffs allows companies to quickly resume full production cycles after a crisis.

Similarly, programs such as the Paycheck Protection Program in the United States and CEWS in Canada showcase the effectiveness of business lending mechanisms on the condition of maintaining staff, thereby minimizing social risks and encouraging responsible use of state resources.

A significant aspect of these models is balancing the state's social responsibility and financial sustainability. Programs like ERTE in Spain or the Job Retention Scheme in the UK rely on temporary state financing of wages during a crisis period, minimizing the long-term burden on public finances. However, these initiatives require effective moni-

toring and clear control mechanisms to prevent misuse and inefficiency.

Equally important is the issue of the long-term effectiveness of these measures. Models that only provide financial support to preserve jobs may have limited effectiveness during a prolonged crisis, as they risk creating stagnation in employment without parallel retraining programs.

In this context, Finland's experience is illustrative, as its programs not only support workers' incomes but also adapt them to new economic conditions through retraining and education.

However, implementing similar programs in Ukraine requires adaptation to the local economic context, considering the specifics of a wartime economy and the prospects for labor market recovery in the post-crisis period (Pankova, 2022).

The next step is to identify the main critical situations affecting the labor market and the development of flexible work formats and provide recommendations for their resolution, as shown in Table 6.

According to Table 6, flexible employment forms have shifted from a temporary adaptation mechanism to a key factor in the recovery of Ukraine's labor market amidst the war. The mass relocation of the workforce, disruption of production chains, declining demand for certain professions, and simultaneous growth in the need for new skills present a multifaceted challenge. This necessitates a reassessment of labor organization approaches and the adaptation of traditional employment models to the new realities. Businesses increasingly rely on short-term contracts, part-time employment, internal outsourcing, and remote work. This strategy provides resource mobility and responsiveness to challenges but complicates long-term strategic planning. For workers, flexible employment has become not only an alternative to stable jobs but also a survival mechanism under conditions of uncertainty and war (Luniova, 2023).

The growing share of informal employment and self-employment without an adequate regulatory framework creates risks of social instability and increased inequality. The lack of effective social insurance mechanisms and pension provisions for freelancers and gig workers exacerbates this problem (Makhitko, 2024). Traditional taxation systems and labor regulations remain ineffective for situations where employees may work for multiple employers over a short period, operate across vari-

ous platforms, or perform project-based work. The experience of developed countries shows that implementing flexible employment models requires both legislative changes and active use of digital technologies (Prohoniuk, 2021).

In Ukraine, this direction remains underdeveloped due to the lack of centralized platforms for tracking temporary employees, digital systems for confirming work experience, and automation of HR processes.

Thus, an effective labor market strategy should include comprehensive measures such as incentivizing businesses to adopt flexible formats, protecting workers' rights, and actively implementing digital solutions. This approach will not only help minimize labor market losses during the war but also create prerequisites for structural modernization and enhanced competitiveness in the post-war period (Kolomiets, 2020).

Conclusions

Summarizing the results of this work, it is evident that the war in Ukraine has fundamentally transformed the labor market, forcing enterprises and workers to adapt to new realities. The destruction of infrastructure, mobilization, economic instability, and workforce migration have introduced new challenges requiring immediate solutions to preserve jobs and economic activity.

Under these conditions, flexible employment forms have ceased to be merely an alternative work format, becoming essential tools for labor market stabilization. The most effective forms of flexible employment identified include remote work, part-time contracts, internal outsourcing, and project-based activities. These models enable businesses to respond swiftly to crises, reduce personnel costs, and retain critically important specialists.

At the same time, such work models present new challenges for both the state and businesses. One of the key issues remains the social protection of such workers, particularly regarding pension provisions, health insurance, and labor guarantees. The current legal framework has failed to keep pace with the dynamic changes, complicating the protection of workers' rights engaged in temporary or project-based employment.

State regulation and support play a significant role in this context. Global experience demonstrates that effective employment support programs can significantly reduce unemployment even under crisis conditions, including tax incentives for employers adopting flexible models, the creation of social insurance mechanisms for self-employed individuals, and the development of digital platforms for labor market registration and monitoring.

Further research prospects in this area include an in-depth analysis of the long-term impact of

Table 6. Recommendations and measures to preserve jobs in Ukraine during the war

Parameter	Analysis of the situation	Recommendations
State of the labor market	The war led to job losses, labor migration, and an increase in informal employment	<ul style="list-style-type: none"> • State support for retraining programs • Development of remote work and digital platforms
Flexible forms of employment	Accelerated spread of atypical forms of employment (gig economy, hourly work, outsourcing, self-employment)	<ul style="list-style-type: none"> • Simplification of the tax regime for the self-employed • Legalization and protection of the rights of freelancers
Legislative framework	Legislation lags behind new challenges (uncertainty of employment status, taxation)	<ul style="list-style-type: none"> • Development of new legal norms for flexible employment • Introduction of social insurance for flexible workers
The role of employers	The business is adapting by reducing permanent positions and transferring employees to temporary contracts	<ul style="list-style-type: none"> • Stimulating businesses to implement flexible models through tax incentives
Social protection	Difficulties in providing social guarantees for the temporarily employed and self-employed	<ul style="list-style-type: none"> • Development of state and private insurance funds
Trends and perspectives	The rise of remote work, the rise of short-term contracts and platform employment	<ul style="list-style-type: none"> • Support for startups and digital platforms for flexible work

Source: developed by the author himself.

flexible employment forms on the country's economic growth after the end of the war, an assessment of the effectiveness of international labor market adaptation models to crises, and the development of institutional mechanisms for integrating such models into the national economic system.

A crucial area of focus remains the analysis of how digitalization can foster the development of a

more transparent and secure flexible employment market, ensuring a balance between business needs and workers' rights.

Thus, the study demonstrates that flexible employment forms are not merely a forced solution during the war but a key element of the country's future economic strategy, which will help minimize labor market losses and lay the foundation for its post-war recovery and modernization.

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ГНУЧКІ ФОРМИ ЗАЙНЯТОСТІ В СИСТЕМІ ІНЖИНІРИНГУ БІЗНЕС-ПРОЦЕСІВ УПРАВЛІННЯ ПЕРСОНАЛОМ ВІТЧИЗНЯНИХ ПІДПРИЄМСТВ У СУЧАСНИХ УМОВАХ

У статті комплексно досліджено роль гнучких форм зайнятості як інструменту збереження робочих місць і стабілізації ринку праці України в умовах війни. Проаналізовано соціально-економічні наслідки воєнних дій, що спричинили зміну традиційних трудових відносин, масову міграцію кадрів, мобілізацію та економічну нестабільність. Визначено основні моделі гнучкої зайнятості, а саме: дистанційна зайнятість, часткова зайнятість (гнучкий графік), проектна зайнятість (тимчасові контракти) та внутрішній аутсорсинг (ротації персоналу), їхні особливості та структурні елементи. Сформовано механізми впливу форм зайнятості на ринок праці в умовах воєнного часу. Розкрито роль та основну проблему економічного бронювання працівників, а також важливість застосування методів інженерії бізнес-процесів управління персоналом в умовах воєнного часу. Проаналізовано тенденції зміни рівня безробіття, структури доходів за різними формами працевлаштування, динаміки ринку праці та чинників, що спричинили прискорений перехід до гнучких моделей зайнятості. Визначено, що попри загальне зниження рівня безробіття, ринок праці залишається нестабільним, а частина працездатного населення перейшла в неформальний сектор. Розглянуто проблему дефіциту кваліфікованих кадрів та стратегії підприємств щодо його подолання, включаючи перекваліфікацію співробітників, автоматизацію процесів і залучення молодих фахівців. Досліджено міжнародний досвід державної підтримки нестандартних форм зайнятості, зокрема механізми субсидування заробітної плати, кредитування бізнесу за умови збереження штату та програми перекваліфікації працівників. Окреслено можливості адаптації цих практик до українських реалій для забезпечення соціального захисту нестандартно зайнятих працівників. Запропоновано комплексні заходи щодо вдосконалення законодавчого регулювання гнучких трудових відносин, розширення програм соціального страхування для фрілансерів і тимчасово зайнятих, а також стимулювання бізнесу до використання цифрових платформ для управління персоналом. Встановлено, що гнучкі форми зайнятості є не лише кризовим механізмом, а й перспективним напрямом трансформації ринку праці, здатним забезпечити стійкість економіки та її адаптацію до нових викликів.

Ключові слова: гнучкі форми зайнятості, міжнародний досвід, збереження робочих місць, економічна нестабільність, аутсорсинг, дистанційна робота.