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THE TRANSFORMATION OF EMPLOYMENT UNDER THE INFLUENCE OF DIGITAL AND INNOVATIVE PROCESSES

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ТРАНСФОРМАЦІЯ ЗАЙНЯТОСТІ ПІД ВПЛИВОМ ЦИФРОВИХ ТА ІННОВАЦІЙНИХ ПРОЦЕСІВ

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The article examines the impact of digital and innovative processes on the transformation of the employment structure in Ukraine in the context of economic restructuring, institutional changes and increased integration into the global economic space. It is argued that the digitalisation of the national economy is asynchronous and selective in nature, combining outdated production structures with modern digital practices, which leads to uneven structural shifts in the labour market. It is shown that the introduction of digital technologies changes the relationship between labour and capital, reducing the need for routine labour functions and at the same time increasing the demand for workers with cognitive, analytical and digital competencies. It has been proven that the Ukrainian labour market is gradually transforming from an industrial to a hybrid model of employment, combining traditional types of activities and knowledge-intensive forms of labour. The key areas of digital change have been identified, in particular the IT sector, financial services, logistics, e-commerce and public administration, while emphasising the preservation of a significant share of low-tech employment, which increases labour market differentiation. The impact of digitalisation on the professional structure of employment, the growing role of interdisciplinary competencies and the transformation of traditional professions are analysed. It is argued that the spread of flexible and remote forms of employment expands the opportunities for attracting human capital to global labour markets, while increasing the risks of precariousness and instability in labour relations. It is proven that the effective adaptation of the Ukrainian labour market to digital challenges requires a reorientation of the education system towards a competence-based and continuous learning format, as well as the formation of integrated approaches to intellectual capital management as a key factor in innovative development and economic sustainability. The conclusion is formulated that intellectual capital management in the context of digital transformation should be based on the integration of human, organisational and relational capital with digital resources and technologies, which allows minimising social risks, increasing staff adaptability and transforming digital changes into a source of long-term competitive advantages and economic stability for Ukraine.

***Keywords**: digital transformation, innovation, labour market, employment structure, competencies, flexible forms of employment, precarisation, regional disparities, human capital, intellectual capital, education, continuous learning*

Introduction. The digital transformation of Ukraine's economy is one of the key factors shaping the new labour market architecture, which is taking place against the backdrop of structural restructuring of the national economy, modernisation of the institutional environment and integration into the global economic space. Unlike countries with a completed cycle of industrial development, digitalisation in Ukraine is being implemented in a context of outdated production structures combined with modern digital practices, which leads to asynchronous transformations in employment.

The introduction of digital technologies into production, management and service processes is changing the relationship between labour and capital, gradually reducing the need for routine

labour functions and at the same time increasing the demand for workers with high levels of cognitive, analytical and digital competencies. In this context, the Ukrainian labour market is transitioning from a predominantly industrial model of employment to a hybrid one, combining elements of traditional manufacturing labour and knowledge-intensive forms of economic activity.

A distinctive feature of digital transformation in Ukraine is its selective nature, with the most intense changes occurring in the fields of information technology, financial services, logistics, e-commerce and public administration. At the same time, a significant part of the economy remains engaged in low-tech activities, which hinders the formation of a balanced employment structure and exacerbates labour market differentiation in terms of skill levels and incomes.

Analysis of basic research and publications. Contemporary scientific research shows that digital and innovative processes are significantly transforming employment, changing not so much the overall level of employment as its structure, the content of work and the requirements for competencies [1-8]. Scientists are focusing on the impact of automation, artificial intelligence and digital platforms on the redistribution of labour functions, the formation of new professions and the growing role of digital and interdisciplinary skills. The works of international organisations and leading researchers emphasise that innovation more often complements human labour than completely replaces it, while at the same time exacerbating structural imbalances between sectors, groups of workers and territories. At the same time, existing publications do not sufficiently systematise the relationship between digital transformation, innovative development and structural shifts in employment, which necessitates further research in this area.

The purpose of the article is to study the impact of digital and innovative processes on the transformation of the employment structure, identify the main directions and patterns of structural shifts in the labour market, and justify the key challenges and opportunities arising in the process of adapting employment to the conditions of the digital economy.

Materials and results of the study. Digitalisation is also changing the spatial organisation of employment, reducing the dependence of labour relations on the physical location of work. For Ukraine, this creates new opportunities to attract human capital to global value chains, but at the same time intensifies competition between workers in the international labour market. In such conditions, the role of intellectual capital as a factor in maintaining the competitive positions of national enterprises and ensuring economic stability is growing [2].

Structural changes in the labour market caused by digital transformation are manifested not only in changes in the professional structure of employment, but also in the transformation of labour relations, employment models and labour motivation systems. This highlights the need to rethink approaches to human resource management and the formation of intellectual capital in enterprises, taking into account new requirements for adaptability, continuous learning and the integration of digital competencies into professional activities.

In summary, the digital transformation of Ukraine's economy is a systemic factor in changes in the labour market, creating the conditions for a transition from an extensive model of employment to an intellectually oriented one, in which the quality of human capital, the capacity for innovation and the effective management of intellectual resources are of decisive importance.

The digitalisation of Ukraine's economy is leading to profound transformations in the professional and sectoral structure of employment, manifested in the redistribution of labour resources between sectors of the economy, changes in the nature of job functions and the formation of new professional niches. Unlike classic industrial shifts, digital transformations are cross-sectoral in nature and cover both high-tech industries and traditional areas of the economy [4].

In terms of industry, digitalisation contributes to employment growth in areas related to data production, processing and use, information technology, digital finance, telecommunications, logistics and e-commerce. At the same time, in industry, agriculture and services, there is a gradual decline in demand for low-skilled labour due to the automation of production and management processes. Ukraine is characterised by a situation where digital technologies do not completely replace industries, but transform their internal employment structure, changing the ratio between operational, managerial and analytical functions.

The professional structure of employment is undergoing transformations related to the growing demand for specialists with interdisciplinary competencies who combine industry knowledge with digital skills. In the Ukrainian context, this is manifested in the formation of new professional roles – data analysts, digital marketing specialists,

digital project managers, cybersecurity specialists, HR analysts – as well as in the transformation of traditional professions through the inclusion of digital tools in everyday work activities [1].

An important feature of digitalisation is the growing role of the intellectual component of labour, which increases the importance of human capital as a key resource for the development of enterprises and regions. Professions focused on creative, analytical and managerial activities are becoming strategically important, while standardised labour functions are gradually losing their economic viability. In this context, the Ukrainian labour market faces the challenge of a structural imbalance between existing professional qualifications and the requirements of the digital economy.

Digitalisation also contributes to the growth of flexible forms of employment, including remote work, project-based employment and freelancing. For Ukraine, these processes have a dual effect: on the one hand, they expand employment opportunities and attract human capital to international markets, while on the other hand, they increase the instability of labour relations and the risks of precarious employment. As a result, the professional structure of the labour market is becoming more dynamic, but at the same time less predictable in terms of long-term employment [5].

Changes in the sectoral and professional structure of employment under the influence of digitalisation are shaping new requirements for the education system, vocational training and retraining of personnel. The successful adaptation of the Ukrainian labour market to digital challenges directly depends on the ability of educational institutions and enterprises to ensure the continuous development of competencies and the formation of intellectual capital focused on innovative activities and the strategic needs of the economy.

Table 1 illustrates that digitalisation not only changes sectoral employment priorities in Ukraine, but also transforms the very logic of labour potential utilisation, strengthening the role of intellectual capital as a key factor in economic performance.

Thus, digitalisation is a key factor in reformatting the professional and sectoral structure of employment in Ukraine, changing the logic of labour potential formation and increasing the role of intellectual capital management as a tool for reducing structural imbalances and ensuring sustainable socio-economic development.

At the same time, structural shifts in professional and sectoral employment do not exhaust all the consequences of the digital transformation of the labour market. Along with the growth of flexibility and intellectualisation of labour, the phenomena of instability in labour relations, the spread of atypical forms of employment and the reduction of social guarantees are intensifying, which makes the problem of labour precariousness an important socio-economic challenge of the modern digital economy.

Table 1

Changes in the professional and sectoral structure of employment in Ukraine under the influence of digitalisation [developed by the author]

Comparison criteria	Traditional employment structure	Employment structure in the context of digitalisation
Dominant industries	Industry, agriculture, traditional services	IT sector, digital finance, logistics, e-commerce, creative industries
Types of job functions	Routine, standardised, operational	Analytical, project-based, creative, intellectually oriented
Qualification requirements	Vocational or highly specialised training	Interdisciplinary competencies, digital skills, learning ability
Nature of employment	Mostly full-time, fixed workplace	Flexible employment, remote work, project-based forms
Role of human capital	Supporting factor of production	Strategic resource and basis for innovative development
Stability of labour relations	Relatively stable, long-term	Increased mobility and risks of precariousness
Connection to education	Linear (education profession)	Non-linear (continuous learning, retraining)
Impact on intellectual capital	Limited reproduction	Active formation, accumulation and commercialisation

The digital transformation of Ukraine's economy, along with the expansion of flexible employment opportunities and the increasing role of intellectual labour, is accompanied by a strengthening of the processes of precarious labour relations. Precarisation manifests itself in the growth of unstable forms of employment, a reduction in the level of social protection for workers, the erosion of traditional labour guarantees and an increase in individual employment risks, which significantly changes the socio-economic conditions for the reproduction of human and intellectual capital.

In the Ukrainian context, the precarisation of employment is particularly acute due to the combination of digitalisation with ongoing structural transformations of the economy, the deindustrialisation of certain regions, migration processes and the asymmetry of labour market development. The spread of remote work, platform employment, freelancing, and project-based forms of cooperation creates new opportunities for attracting workers to global labour markets, but at the same time weakens the institutional mechanisms for protecting hired labour [8].

Digital platforms are increasingly forming an alternative model of labour relations, in which the employee is seen not as an element of a stable organisational structure, but as a temporary bearer of competencies who is engaged to perform specific tasks. Under such conditions, the risks of economic instability, irregular income and limited access to social guarantees are transferred directly to the employee. For Ukraine, this means the formation of a stratum of the economically active population engaged in intellectual activity but deprived of full social protection.

The precarious nature of labour relations also affects the processes of intellectual capital formation. On the one hand, the growth of flexible forms of employment stimulates the accumulation of individual competencies, the development of self-employment and increased mobility of human capital. On the other hand, job instability reduces motivation for long-term investment in professional development, widens the gap between the interests of employees and employers, and complicates strategic knowledge management at the enterprise level.

Young professionals, workers in creative and digital industries, and those employed in the service sector are particularly vulnerable to precariousness in Ukraine. At the same time, it is these categories of workers that form the core of the intellectual capital of the modern economy. This contradiction reinforces the need to rethink the role of the state, business and social institutions in regulating the digital labour market in order to ensure a balance between employment flexibility and social sustainability.

Thus, the precariousness of employment in Ukraine's digital economy is a complex multidimensional phenomenon that combines economic, social and institutional aspects. Its impact on the reproduction of intellectual capital is determined by the ability of the human resource management system and the labour market to adapt to new forms of employment, minimising social risks and creating conditions for the sustainable development of the country's intellectual potential.

The digital transformation of Ukraine's economy is naturally changing the nature of work, the structure of jobs and the logic of career paths, resulting in a reorientation of employers' requirements for staff competencies. While the industrial model focused on vocational and technical skills, standardised job functions and relatively stable qualification profiles, the digital economy is seeing growing demand for complex competencies that combine digital literacy, lifelong learning, cognitive flexibility and communication and organisational skills. For Ukraine, this trend is reinforced by rapid technological advances, uneven digitalisation across regions, and structural imbalances in the labour market.

1. Shift from «professional knowledge» to «competence profiles»

In today's environment, professional knowledge is increasingly seen as a necessary but insufficient resource for employee competitiveness. Labour market requirements are shifting towards competency profiles, which include:

digital competencies (working with data, digital tools, cyber hygiene, basic analytics, interaction with information systems);

analytical and cognitive competencies (critical thinking, information interpretation, systemic vision, decision-making in conditions of uncertainty);

social and communication competencies (team interaction, negotiation, intercultural communication, customer focus);

self-organisation competencies (time management, project discipline, adaptability, self-learning ability).

Thus, digitalisation is forming a new «employment matrix» where employees are expected not only to perform their duties, but also to actively participate in knowledge creation,

process improvement and support for the organisation's innovative potential.

2. Professions and competencies in growing demand in Ukraine

In Ukraine, the transformation of competencies is most noticeable in areas where digital technologies are rapidly changing business models: IT and digital services, the financial sector, logistics, trade, marketing, public services, education, healthcare, and industry (primarily in the segments of automation and digital control of production processes).

At the same time, roles related to the following are emerging or becoming more prominent:

data management (analytics, BI, data-driven management);

digital security (cyber protection, digital system risk management);

product and project management (product thinking, agile approaches);

digital transformation of processes (optimisation, automation, digital platforms).

At the same time, for most employees, «digitalisation of competencies» does not mean necessarily entering IT, but rather the ability to work effectively in a digital environment and integrate technology into their professional activities.

3. Education as a key institution for the reproduction of intellectual capital

In the context of digital transformation, it is the education system that becomes the basic institution for the reproduction of intellectual capital, as it provides for the initial formation of competencies and creates mechanisms for their continuous updating. For Ukraine, this means strengthening the role of education not only as a social sphere, but also as a strategic factor in the competitiveness of the economy and regions.

The role of education in such conditions manifests itself in three interrelated dimensions:

the formation of basic competencies for the digital economy (digital literacy, basics of analytics, communication and cognitive skills);

training personnel for innovative development sectors (engineering, technology, management and creative fields);

retraining and upgrading qualifications in response to the rapid obsolescence of knowledge and technologies.

4. Key challenges for the Ukrainian education system

Despite the growing demand for skilled personnel, the Ukrainian education system faces a number of problems that hinder the effective reproduction of intellectual capital.

Firstly, there is still a gap between educational programmes and the real needs of the labour market, especially in terms of practice-oriented digital skills, data processing, project management and interdisciplinary training.

Secondly, there is the pressing issue of unequal access to quality educational resources between regions and different social groups, which translates into a «digital skills gap» and reproduces inequality in the labour market.

Thirdly, the problem of updating pedagogical approaches requires a systematic solution, as the digital economy requires not so much the transfer of knowledge as the development of self-learning, critical thinking, project activity and cross-functional interaction.

Fourth, the importance of institutional interaction between education and business is growing: dual education, internships, joint programmes, corporate universities, and employer participation in the formation of standards and competency frameworks.

5. Transition to a model of lifelong learning and corporate competence development

In the context of digitalisation, the traditional model of education-employment-career is gradually being replaced by a model of lifelong learning, in which employees regularly update their competences in line with technological and organisational changes. This is particularly important for Ukraine given:

rapidly changing requirements in digital sectors;

limited long-term employment stability;

the need for employees to adapt to new work formats (remote, project-based, platform-based employment).

In this context, companies are increasingly becoming agents of intellectual capital reproduction, with investments in staff development, corporate training programmes and knowledge management becoming part of strategic management.

Thus, digital transformation in Ukraine is changing the requirements for staff competencies in the direction of complexity, adaptability and integration of digital and socio-cognitive skills. In these conditions, education is becoming a key institution for the reproduction of intellectual capital, but its effectiveness depends on the ability to quickly update programme content, develop the practical component, reduce regional imbalances in access and strengthen cooperation with employers.

It is the synchronisation of the education and labour markets that creates the conditions for the formation of adaptive, competitive personnel capable of ensuring the innovative development of enterprises and the sustainability of the knowledge economy.

Table 2 shows that the digital transformation of Ukraine's economy is leading to a shift from narrow professional qualifications to comprehensive competency profiles, within which education serves not only as initial training but also as a means of continuously reproducing intellectual capital.

Aligning labour market requirements with the capabilities of the education system is a key prerequisite for developing an adaptable workforce and ensuring the innovative development of enterprises.

The digital transformation of Ukraine's economy is uneven in spatial terms, leading to significant regional disparities in the structure of employment, the level of digital competences and the opportunities for the reproduction of intellectual capital. Differences in the socio-economic development of regions, access to digital infrastructure, institutional capacity of local labour markets and concentration of human capital determine the asymmetrical nature of the introduction of digital technologies and their impact on employment.

The most dynamic processes of digitalisation and growth in knowledge-based employment are observed in large urban agglomerations and regions with a high concentration of educational, scientific and entrepreneurial potential. It is here that demand for highly skilled professionals is formed, digital industries, innovative clusters and remote employment platforms are developing. At the same time, peripheral and depressed regions are characterised by limited access to modern digital services, lower levels of digital skills among the population and the preservation of traditional forms of employment with low added value.

Regional disparities are exacerbated by the concentration of intellectual capital in certain centres of economic growth, which stimulates internal migration of labour resources and the outflow of skilled personnel from less developed areas. Ukraine is characterised by a situation where digitalisation does not automatically reduce regional inequality, but in the absence of targeted policies, it can exacerbate it, forming ‘digital enclaves’ of innovative employment alongside regions of structural backwardness.

Table 2

Transformation of staff competency requirements and the role of education in the context of the digitalisation of Ukraine's economy [developed by the author]

Competence group	Competencies	Manifestation in the Ukrainian labour market	The role of the education system
Digital	Digital literacy, working with data, using digital platforms, cyber hygiene	Growing demand for employees capable of working with IT systems in all industries	Developing basic digital skills, updating educational programmes
Analytical and cognitive	Critical thinking, systems analysis, decision-making in uncertain conditions	Strengthening of the role of analytical and managerial functions in the employment structure	Developing interdisciplinary learning, project-based methods
Social and communication	Teamwork, intercultural communication, customer focus	Growing role of service, creative and managerial professions	Developing soft skills, practice-oriented learning
Self-organisation	Adaptability, self-learning, time management, responsibility	The spread of remote and project-based employment	Transitioning to a lifelong learning model
Innovative	Creativity, entrepreneurial thinking, ability to generate ideas	The development of start-ups, creative industries and innovation clusters	Integrating entrepreneurial and innovative modules
Professional and industry-specific	Specialised knowledge with regard to digital technologies	The transformation of traditional professions and the disappearance of routine functions	Updating standards and programmes to meet market needs

An important factor in regional asymmetry is the uneven development of the education and vocational training system. Educational institutions in regions with limited financial and institutional resources often fail to adapt their curricula to the requirements of the digital economy, which reduces the competitiveness of graduates in the national and international labour markets. This creates a vicious circle in which low digital skills limit opportunities for innovative employment, and limited demand for intellectual labour discourages investment in human capital.

Regional disparities in digital transformation are also reflected in the varying ability of local labour markets to adapt to flexible forms of employment. In regions with developed digital infrastructure, remote work, project-based employment and platform models are becoming a tool for integrating the population into global value chains. In other regions, the lack of stable access to digital technologies limits the population's participation in such forms of employment, exacerbating socio-economic vulnerability and the risks of precariousness.

In view of this, overcoming regional disparities in digital transformation and employment requires a comprehensive approach that combines the development of digital infrastructure, the modernisation of regional education systems, the stimulation of local entrepreneurship and the support of innovative ecosystems. It is the coordination of regional development policy with intellectual capital management mechanisms that creates the conditions for the balanced reproduction of labour potential, the reduction of spatial asymmetries and the formation of a sustainable employment model in the context of Ukraine's digital economy.

The digital transformation of Ukraine's economy is significantly changing approaches to intellectual capital management, transforming it from an auxiliary resource into a key factor in ensuring innovative development, business competitiveness, and the sustainability of the national economy. With the growing role of knowledge, data and digital competencies, effective intellectual capital management is becoming strategically important at the level of individual enterprises, regions and the economy as a whole.

Ukraine is characterised by a combination of high human capital potential and limited institutional capacity to fully capitalise on it. Digitalisation is creating new mechanisms for attracting intellectual resources to economic activity, in particular through remote employment, digital platforms, the development of the IT industry and creative sectors. At the same time, insufficient integration of digital solutions into personnel, knowledge and innovation management systems hinders the formation of a comprehensive intellectual capital management model.

In the context of digital transformation, intellectual capital management in Ukraine is increasingly based on the ability of enterprises and organisations to ensure the continuous development of staff competencies, the effective accumulation and dissemination of knowledge, and the integration of human, organisational and relational capital into a single strategic management system. Digital technologies significantly expand the possibilities for monitoring, evaluating and forecasting the state of intellectual capital, but their use requires the adaptation of management approaches and the formation of an appropriate organisational culture.

A distinctive feature of the Ukrainian context is the growing role of flexible forms of employment and the mobility of intellectual capital, which makes it difficult to retain it within individual organisations. This necessitates a transition from administrative management methods to value-oriented and motivational models that stimulate staff engagement, the development of corporate knowledge and the formation of long-term professional relationships. In such conditions, intellectual capital management becomes a dynamic process aimed not only at using existing knowledge, but also at creating conditions for its constant renewal.

Digital transformation also increases the importance of organisational capital management, which includes digital infrastructure, information systems, corporate knowledge platforms and internal communication networks. In Ukraine, the uneven level of digital maturity of enterprises limits the possibilities for the effective use of such tools, which requires a comprehensive approach to the digital development of organisations and the improvement of management competencies in the field of intellectual resources.

An important component of intellectual capital management in the context of digitalisation is the interaction of enterprises with educational and scientific institutions, regional innovation ecosystems and the labour market. Such interaction creates the conditions for synergy between the processes of training personnel, generating knowledge and its practical application, which is critically important for Ukraine in the context of structural changes in the economy and increased global competition for human capital.

Conclusions and proposals. Therefore, intellectual capital management in Ukraine in the context of digital transformation requires a rethinking of traditional management models and a transition to integrated, adaptive approaches that combine human resource development, digital infrastructure, knowledge management, and strategic sustainable development goals. This management logic not only minimises the risks of digital transformation, but also transforms intellectual capital into a system-forming factor for modernising the economy and increasing its competitiveness.

The analysis of the impact of digital transformation on the structure of employment, staff competence requirements and regional characteristics of the labour market development in Ukraine has demonstrated the systemic nature of changes taking place in the processes of intellectual capital formation and utilisation. The digitalisation of the economy is not only a technological factor but also a profound socio-economic driver that transforms the logic of employment, the nature of labour relations and the mechanisms of human capital reproduction.

It has been established that digital technologies contribute to the intellectualisation of labour and the growth of analytical, creative and managerial functions, while at the same time increasing employment instability and the risks of precariousness, especially in conditions of uneven regional development. The identified regional disparities in digital transformation lead to asymmetry in access to digital opportunities, education and modern forms of employment, which complicates the formation of a balanced model for the reproduction of intellectual capital at the national level.

It has been proven that the transformation of staff competence requirements requires a reorientation of the education and vocational training system towards a competence-based and continuous learning format capable of ensuring the adaptability of human capital to rapid technological changes. In these conditions, enterprises, educational institutions and regional authorities become interrelated actors in the process of intellectual capital formation, the effectiveness of which depends on the coordination of their strategies and instruments of influence.

It is justified that intellectual capital management in the context of digital transformation in Ukraine should be based on the integration of human, organisational and relational capital with digital resources and technologies. The lack of a coherent management logic leads to the fragmented use of digital solutions and a reduction in the potential for capitalising on knowledge, while a comprehensive approach allows digital changes to be transformed into a source of long-term competitive advantages.

Thus, the results of the study confirm the need to move from adaptive and local management practices to a systemic vision of the interaction of intellectual and digital resources, which creates the prerequisites for the formation of a comprehensive concept of managing the intellectual development of enterprises and the economy as a whole.

The conclusions drawn highlight the need for theoretical understanding and practical justification of management approaches that allow for the combination of human capital development, knowledge management and the use of digital technologies in a single system of strategic decisions. Further scientific research should be aimed at forming an integrated vision of intellectual and digital resource management capable of ensuring the coordinated development of enterprises in a transformational economy.

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Клюс Ю.І. Піменов В.С. Трансформація зайнятості під впливом цифрових та інноваційних процесів.

У статті досліджено вплив цифрових та інноваційних процесів на трансформацію структури зайнятості в Україні в умовах структурної перебудови економіки, інституційних змін і посилення інтеграції у глобальний економічний простір. Обґрунтовано, що цифровізація національної економіки має асинхронний і вибірковий характер, поєднуючи застарілі виробничі структури з сучасними цифровими практиками, що зумовлює нерівномірність структурних зрушень на ринку праці. Показано, що впровадження цифрових технологій змінює співвідношення між працею та капіталом, зменшуючи потребу в рутинних трудових функціях і водночас підвищуючи попит на працівників із когнітивними, аналітичними та цифровими компетенціями. Доведено, що ринок праці України поступово трансформується від індустріальної до гібридної моделі зайнятості, у межах якої поєднуються традиційні види діяльності та знаннєємні форми праці. Визначено ключові галузі концентрації цифрових змін, зокрема IT-сектор, фінансові послуги, логістику, електронну комерцію та сферу державного управління, водночас акцентовано на збереженні значної частки низькотехнологічної зайнятості, що посилює диференціацію ринку праці. Проаналізовано вплив цифровізації на професійну структуру зайнятості, зростання ролі міждисциплінарних компетенцій і трансформацію традиційних професій. Обґрунтовано, що поширення гнучких і дистанційних форм зайнятості розширює можливості залучення людського капіталу до глобальних ринків праці, водночас посилюючи ризики прекаризації та нестабільності трудових відносин. Доведено, що ефективна адаптація ринку праці України до цифрових викликів потребує переорієнтації системи освіти на компетентнісний і безперервний формат навчання, а також формування інтегрованих підходів до управління інтелектуальним капіталом як ключовим чинником інноваційного розвитку та економічної стійкості. Сформульовано висновок, що управління інтелектуальним капіталом в умовах цифрової трансформації має базуватися на інтеграції людського, організаційного та реляційного капіталів із цифровими ресурсами та технологіями, що дозволяє мінімізувати соціальні ризики, підвищити адаптивність персоналу та перетворити цифрові зміни на джерело довгострокових конкурентних переваг і економічної стійкості України.

***Ключові слова**: цифрова трансформація, інновації, ринок праці, структура зайнятості, компетенції, гнучкі форми зайнятості, прекаризація, регіональні диспропорції, людський капітал, інтелектуальний капітал, освіта, безперервне навчання*

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