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PERSONNEL SECURITY OF UKRAINIAN ENTERPRISES IN THE CONDITIONS OF GLOBAL CHALLENGES AND THREATS

The modern economic system operates in conditions of unprecedented global transformations, which lead to increased uncertainty and risks in the socio-economic environment. For Ukrainian enterprises, which are simultaneously affected by military action, economic turbulence, technological changes, and demographic imbalances, ensuring personnel security as a key factor in economic stability and competitiveness is of particular importance.

Personnel security is a system-forming element of an enterprise's economic security, as it is the human resources that ensure the continuity of production processes, innovative capacity, adaptability to changes in the external environment, and the implementation of strategic goals. In the face of global challenges – such as the digitalization of the economy, mass migration of labor resources, a shortage of highly qualified personnel, and the growth of cyber threats and hybrid risks – the personnel management system needs to be rethought from the perspective of a risk-oriented approach and the formation of an institutional culture of occupational safety and loyalty.

For Ukraine, personnel security has two dimensions: on the one hand, it is the protection of human resources from losses, demotivation, and brain drain; on the other hand, it is the development of strategic competencies capable of ensuring economic recovery in the post-war period. Therefore, researching the issue of human resource security in the context of global challenges and threats is not only scientifically sound but also practically necessary for the formation of effective human resource risk management policies, increasing business resilience, and developing human capital as the basis for national competitiveness.

According to analytical data from the State Statistics Service of Ukraine, in 2022–2023, the number of employed people dropped by almost 2.8 million [1],

which is linked to migration, mobilization, and the destruction of production facilities. At the same time, the share of workers employed in industry decreased from 18.4% in 2021 to 15.2% in 2023, while the IT and financial services sectors saw a relative increase in employment. This indicates a structural deformation of the labor market, creating an imbalance in the staffing of the real sector of the economy.

One of the main factors contributing to the decline in workforce security is the high level of labor migration. According to World Bank estimates [2], more than 6.5 million Ukrainians of working age are abroad, a significant proportion of whom have secondary or higher education. This loss of human capital directly affects the innovative capacity of enterprises, production efficiency, and the ability to modernize technology. At the same time, the shortage of highly qualified specialists leads to an increase in personnel risks, including staff turnover, staff overload, a decline in corporate safety culture, and a decrease in motivation for professional development.

Global challenges, in particular the digitalization of business processes and the emergence of hybrid forms of employment, are transforming approaches to human resource management. Remote work, on the one hand, increases the flexibility of work organization, but on the other hand, creates new risks: loss of control over efficiency, growth of cyber threats, and increased professional burnout. Research [3] shows that over 64% of successful cyberattacks on Ukrainian companies were carried out due to the human factor, i.e., employees' failure to comply with information security rules. This emphasizes that personnel security is not only a socio-economic category but also an informational and organizational one.

An equally important aspect is the motivational component of personnel security. According to a survey by the European Business Association [4], about 48% of Ukrainian companies reported problems with retaining employees due to low wages and emotional exhaustion of staff. In such conditions, the strategic goal of enterprises is to develop a socially oriented personnel policy based on the principles of partnership, corporate loyalty, support for psychological well-being, and the development of internal competencies.

Therefore, the personnel security of enterprises is a systemic indicator of a country's economic stability, reflecting the ability of businesses to retain, develop, and effectively use human potential in conditions of uncertainty. The formation of a security-oriented human resources environment requires the integration of state employment policy, educational strategy, and corporate risk management. Only by combining these components is it possible to achieve the resilience of enterprises – their ability not only to withstand crises but also to transform in response to global challenges and threats.

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СПОНСОРСЬКІ ТА ПАРТНЕРСЬКІ ПРОГРАМИ ЯК ДРАЙВЕР ІННОВАЦІЙНОГО РОЗВИТКУ АВТОСПОРТУ

Сучасний автоспорт – це не лише про болід, гонщика та перегони, це передусім глобальне бізнес-середовище та можливість для брендів стати всесвітньо відомими завдяки глобальній аудиторії. Для країни-організатора автоперегонів це перспектива залучити капітал для розвитку необхідної інфраструктури та один з інструментів публічної дипломатії через присутність іноземних компаній в цій ніші у вигляді спонсорських та партнерських програм[1].

Світовий ринок спонсорства автоспорту зростає за оцінками експертів ринку в середньому на 6,9% щорічно і в найближчі п'ять років досягне масштабів в 5,9 млрд дол США до 2030 року[2]. Збільшення частки спонсорських угод в форматі гонок формули для електромобілів, зростаючі доходи в гоночному чемпіонаті Формули-1, зацікавленість та популярність автоспорту серед міленіалів через мовлення і платформи соціальних мереж стимулюють ринок автоспорту.

Наразі сегмент Formula Racing займає основну частку ринку в 53,50%, що напряму пояснюється зростаючим партнерством брендів і власників телевізійних прав, появою нової спортивної сили, великим злиттям спорту і розваг, зростаючою популярністю прямих трансляцій спортивних змагань на платформах OTT і соціальних мережах.

Величезні інвестиції роблять саме спонсори, оскільки ці спортивні заходи є ідеальною платформою для компаній для просування своєї продукції з метою підвищення впізнаваності бренду і висвітлення в ЗМІ.

Український ринок професійних перегонів є досить перспективним інвестуванням для іноземних брендів-спонсорів, оскільки український