

Gender Aspect of a Systematic Approach to Socially Oriented Hr Management: Prospects for Managing the Development of Enterprises Under the Influence of Human Capital Loss

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Abstract. *The relevance of the study is explained by the sufficiency of domestic enterprises to provide the prospects for their development with high-quality human resources in a situation where the losses of human capital since the beginning of the war have created a shortage of supply on the labour market, in which the gender factor is also traced. It is important to note that the study of the impact of gender on the standard of living of an individual is a recurring theme in numerous research domains. The hypothesis is formalised by taking into account the following. The influence of personnel gender on the motives of professional behaviour can be useful when developing an enterprise development strategy under the influence of human capital risk. Furthermore, it can be useful when updating personnel policies in human resources management systems of human-oriented business. The objective of the present study was to explore the potential for enhancing the efficacy of a systemic approach to socially oriented HR management by leveraging gender-neutral and gender-oriented management initiatives. The investigation further sought to ascertain the viability of such a practice in the context of enterprise development in the face of human capital loss. The research methods employed included content analysis of professional economic literature, synthesis of postulates and paradigms of gender-neutral and gender-sensitive management, and systematization and generalisation of proposals for incorporating the gender aspect into the system of socio-economic personnel management. The research yielded several key findings. Firstly, the areas of sensitivity of the gender factor for various elements of the organisational management system were identified and specified. Secondly, the manifestation of the gender factor in management organisations was generalised. Thirdly, the prospects of socio-economic HR management were developed for managing the development of enterprises under the threat of loss of human capital. Finally, the stages of forming an employer brand on the basis of gender-neutral management were identified and described. The practical value of the proposals in this research lies in the possibility of their integration into the personnel policy of enterprises and personnel development strategies of modern companies that strive to improve their business reputation and create an image of a socially-oriented business that has a sustainable economic effect.*

Keywords: socially oriented management, socio-economic management, gender, gender-neutral management, HR-management, enterprise development management, human capital, employer brand.

JEL Classification: J16, J32, M14, O15

1 Introduction

The present study investigates the impact of long-term trends on the human resources management of Ukrainian enterprises, with a particular focus on the phenomenon of talent migration. Labour migration to European countries had been in evidence for some time prior to the full-scale invasion of 2022; however, it underwent a significant acceleration as a result of the mass movement of the Ukrainian population to other countries of the world in search of guarantees of personal security from the implementation of wartime threats. The implementation of martial law has resulted in imbalances in the demand and supply of labour within the labour market. This phenomenon is evident in two distinct ways. Firstly, it has led to a general personnel shortage in the national economy. Secondly, it has had a significant impact on the gender ratio of applicants for vacant positions. There is an increasing demand for male labour, which is accompanied by a rise in the remuneration offered by employers for this labour. Nevertheless, its scarcity is attributable to numerous objective factors that are impervious to economic incentives. Nevertheless, from a societal perspective, this predicament underscores the imperative for gender equality and compels scientists to explore the intricacies of gender in enterprise HR management systems. This, in turn, is instrumental in facilitating the pursuit of sustainable, long-term economic growth.

Attempts to achieve gender equality in various social and economic spheres have a long history. Starting with efforts to ensure equal civil rights for men and women, the demands for gender neutrality and gender sensitivity have evolved into the fight against discrimination not only on the basis of gender, but also on ethnic, racial and cultural grounds, and have led to the concept of DEI (an acronym for Diversity, Equity, Inclusion, meaning diversity, equity and inclusion – for everyone and in everything). At present, research is underway in numerous academic domains investigating the particular impact of gender on individuals' standard of living. The objective of this study is to formalise, generalise and supplement the methods and opportunities for incorporating the gender dimension into organisational management.

The notion of socially oriented management is not a recent innovation. Nevertheless, the prevailing realities of everyday life that currently determine the characteristics of an individual's economic and social behaviour as a constituent of society are conducive to the initiation of novel endeavours to extensively implement its tenets in diverse domains of organisational management. The effectiveness

of the application of the postulates of the SEAM methodology (socio-economic approach to management) in Ukraine can be increased by incorporating the gender aspect of professional behaviour into the decision-making processes of the top management of modern enterprises. And within the framework of this study the arguments in favour of this assumption are presented.

At present, research is underway in numerous academic domains investigating the particular impact of gender on individuals' standard of living. This issue has attracted considerable attention from the scientific community in psychology and the social sphere. The economic ramifications of gender inequality, particularly with regard to remuneration, material provisions, and career prospects for both men and women, have been meticulously delineated by both domestic and foreign scientists. For example, Harvard University Professor Claudia Goldin was awarded the Nobel Prize in Economic Sciences in 2023 for her research on the role of women and women's work in labour markets and the reasons for the existence of gender wage differentials (Goldin, 2023). In Ukraine, her research became a catalyst for drawing attention to the issue of gender economics, and in 2023 Ella Libanova's study was published under the title "Gender differences in the labour market: lessons from Claudia Goldin for Ukraine (2023 Nobel Prize in Economics)" (Libanova, 2023). Gender is also a subject of research in demographic, political and management sciences. Its role for effective personnel management in the personnel management system of modern organisations is emphasised in the studies of such scholars as (Volobuev, 2014, Zakharchyn, Mykhantsiu, 2019, Kodatska, 2016, Kostiuk, Stadnyk, 2019, Liulov, Pimonenko, Korobets, Owusu, 2021, Martynets, Sheremet, 2021).

A review of recent research and publications in the field of socially oriented management demonstrates their focus on the socio-psychological aspect of personnel management (for example, Irtyshcheva, Trushliakova, Trunin, Tubaltseva, Sharova, 2020). Researches study the socio-psychological aspects of personnel management in the context of COVID-19 pandemic (Chkheilo, Tkachenko, 2020), conduct an analysis of modern socio-psychological methods of personnel management, investigate the aspects of effectiveness and essence of socio-economic personnel management (Oliinyk, 2014), offer indicators of the effectiveness of social personnel management tools, identify the determinants of the organisational and economic mechanism for the

formation of social personnel management tools and prove that social networks can be a means of increasing the effectiveness of social personnel management tools in an enterprise (Serniak, 2019). The foundational principles of the socio-economic approach to management were formalised by Henri Savall in the 1970s. It is understood that issues within a business entity emerge due to social or organisational miscalculations, which in turn result in increased expenses or a decline in profit. The study of the behaviour, needs and interests of company employees, and the desire to satisfy them through management mechanisms, for example, through personalised motivation, is the basis of socio-economic management. It is considered beneficial to take into account the influence of personnel gender on the motives of professional behaviour in the development of enterprise development strategies in the context of human capital cost risk, as well as in the updating of personnel policies within HR management systems of human-oriented business structures.

The objective of the present study is twofold: firstly, to establish the possibilities of the evolution of a systemic approach to socially oriented HR management using gender-neutral and gender-oriented management initiatives; and secondly, to determine the prospects of such practices for managing the development of enterprises under the influence of human capital loss.

2 Gender Aspect in HR Management as an Element of Organisational Management Socialisation

The model of management of the organisation as a whole and personnel in particular emphasises the necessity of focusing on the needs and interests of employees whilst simultaneously striving to achieve a social effect. This social effect can be expressed as an improvement in the standard of living of the company's employees, which is the goal of starting any business. Gender-sensitive management is able to personalise the desired social effect and save the company's resources from being directed towards motivational mechanisms which, due to the specificities of gender, are unable to effectively stimulate the employee to professional activity. Figure 1 outlines the levels of gender sensitivity for various elements of the organisation's management system.

In the pursuit of enhancing the level of socialisation within organisational management, it is imperative to contemplate the following specific manifestations of the gender aspect. The initial gender observation concerning the administration of Ukrainian organisations is that the preponderance of managerial roles is occupied by males. Secondly, women progress along career paths at a more gradual pace than their male counterparts. Thirdly, women are willing to undertake a greater share of managerial duties without requesting an increase in

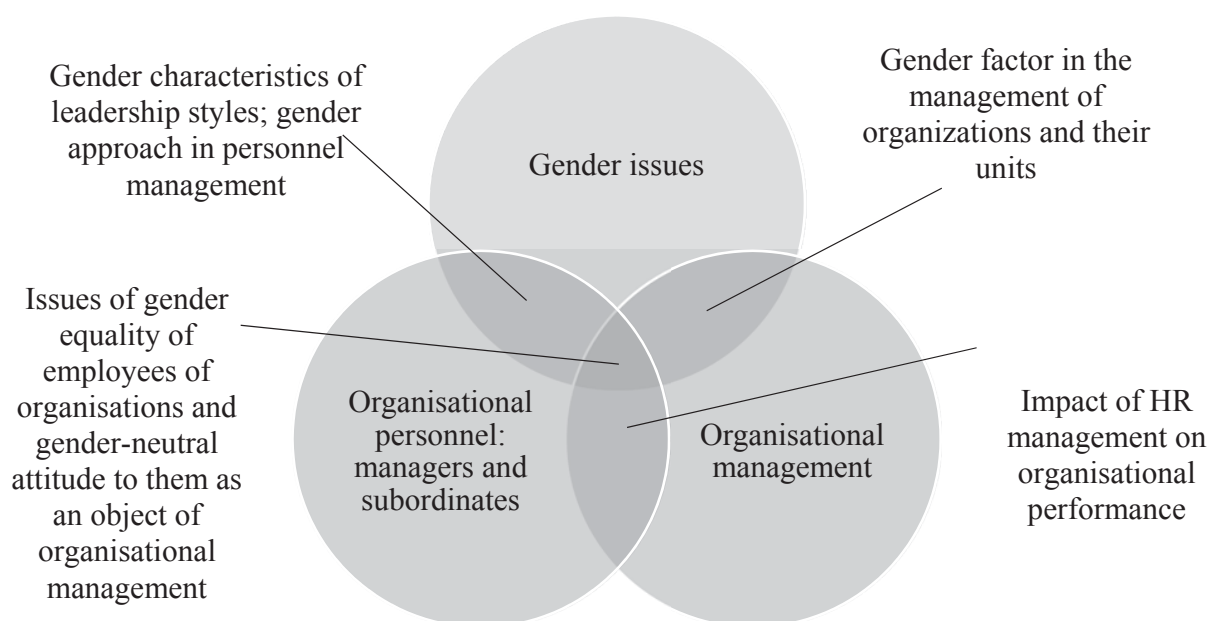


Figure 1 Gender sensitivity planes for different elements of the organisation's management system, visualised using the Euler-Vienne diagram

Source: authors' scientific vision

salary. The fourth is that men are more likely to agree to work weekends and overtime if this helps achieve the goals of the organisation and their personal aspirations. The fifth finding is that, in the context of company management, males are more inclined to assume risks, while females demonstrate a stronger propensity to avoid them, even if this results in foregone prospects for profit. The sixth is that companies headed by women tend to have lower profitability indicators, but also lower staff turnover indicators.

Evidently, the style of leadership exhibited by women is more conducive to the socialisation and management of organisations. This is due to the fact that it is characterised by a greater emphasis on communication with employees, the demonstration of empathy, and the prevention of conflict situations. However, the characteristics of the "masculine" management style, such as initiative, ability to take responsibility, prudence and critical thinking, allow to form a working atmosphere in which the employee will feel his value, involvement and will clearly understand the role in the team.

Figure 2 demonstrates the manifestations of the gender factor during the functioning of the management system of organisations.

A remark is warranted regarding the information presented in Figure 2. The gender aspect in the management of organisations and their personnel may be more or less noticeable depending on the nature of the work and the tasks performed by employees. For instance, in the social sphere and the sphere of culture, as well as in educational organisations, there is a higher proportion of women than men in staff roles. This is due to the fact that the effective performance of these roles demands qualities such as empathy, sociability, endurance and patience. Large manufacturing enterprises, where physical labour is predominant, and defence companies, among others, actively engage male personnel due to the fact that a significant proportion of daily tasks are physically unsuitable for women. In the future, this aspect will be increasingly levelled by the use of equipment and technologies that both women and men can manage.

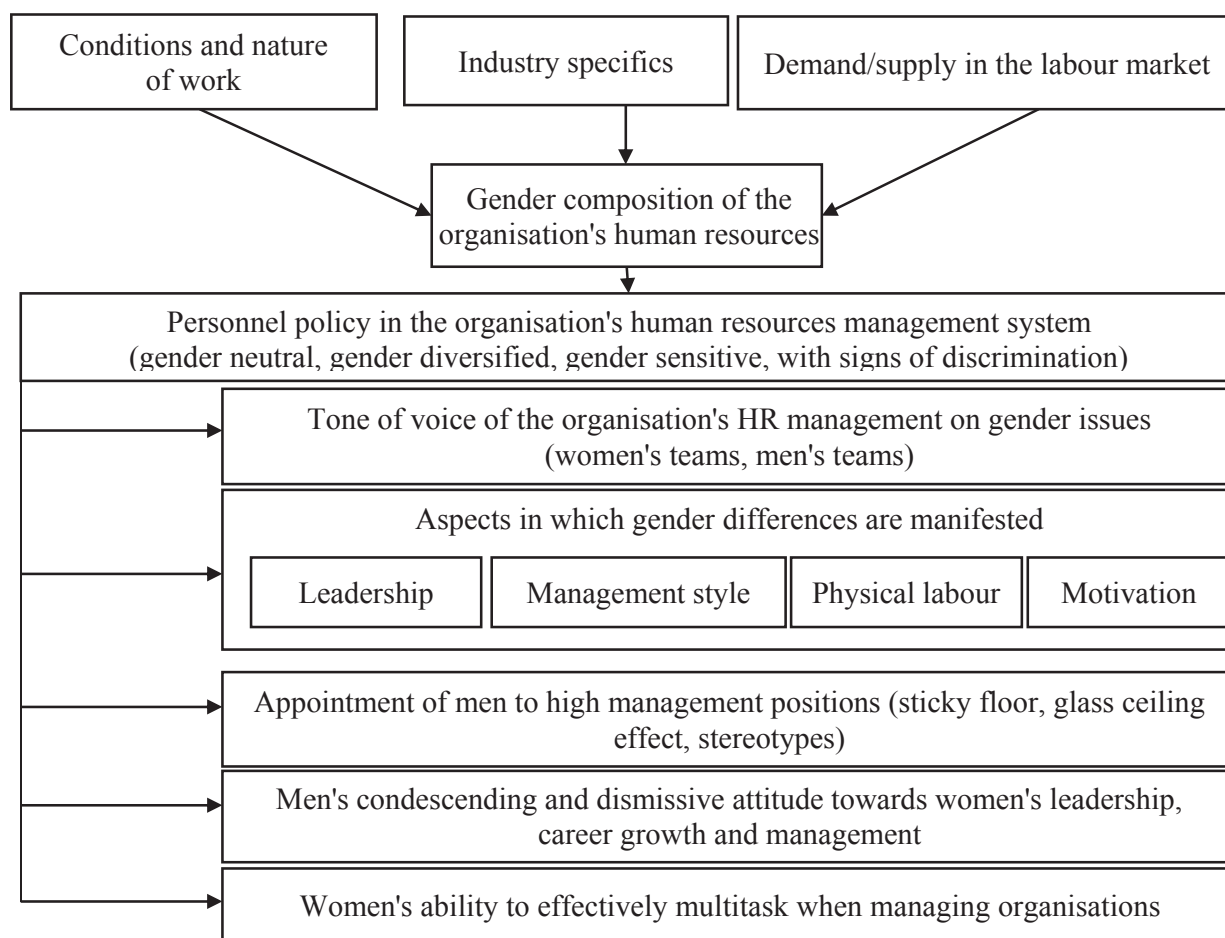


Figure 2 Manifestations of the gender factor in the management of organisations

Source: authors' scientific vision

The gender composition of the organisation's personnel is determined by the listed circumstances. A gender audit and analysis of the organisation's personnel policy can assist in confirming its neutrality towards persons of both sexes or, conversely, identifying certain discriminatory signs. This option is deemed unacceptable in modern society, particularly in the context of introducing a socially oriented management model. Consequently, the management of such a company is obligated to expeditiously implement changes to the documentation and internal policies of behaviour, thereby ensuring a neutral gender context.

The gender factor is traditionally manifested in the leadership qualities of personnel, in the management styles characteristic of men and women in managerial positions, in motivational tools and in the selection of incentives to increase the level of professional activity of personnel. For instance, men have been shown to be more motivated by material rewards, while women are more amenable to a flexible schedule or a more convenient calendar period for taking vacation.

It is evident that the gender factor exerts a substantial, albeit not immediately apparent, influence on the management of organisations and their economic indicators. This influence encompasses the transformation of leadership styles, the enhancement of managerial decision-making efficiency and timeliness, and the socialisation of corporate culture. The implementation of gender equality rules in management approaches has been demonstrated to engender significant competitive advantages, market recognition, an enhanced business reputation, and loyal teams of employees who are motivated and committed to the organisation's goals. In business development management, which focuses on individual economic and social objectives, the gender factor should be taken into account when planning future human resource needs; in the context of planning a human resource reserve, in particular for filling senior management positions; when planning career paths; and used by human resource management in the process of assessing employees' training needs, their participation in experience exchange programmes, etc.

3 Prospects of Socio-Economic HR Management for Managing the Development of Enterprises under the Threat of Human Capital Loss

Researchers of modern problems of management of organisations John Conbere and Alla Heorhiadi call socio-economic management a mental model of management of the future (Conbere, Heorhiadi,

2024). They claim that “Socio-Economic Approach to Management (SEAM) is a different way to lead and manage organizations – or to put simply steer them. What differentiates SEAM from traditional management? First, SEAM focuses on both the people and economic sides of the workplace. Second, SEAM identifies and reduces hidden costs through engaging employees and developing their potential. The results are increased efficiency and profitability, sustainable organizational development, and higher employee engagement.” (Conbere, Heorhiadi, 2018)

“Socio-economic theory constitutes a ‘breakthrough innovation’, both in terms of its conceptual contribution and the practical methods and tools of its applications. This holistic approach touches on the different functions of the company and its multiple problems. It provides a structured change management method, focused on stimulating Human Potential and on self-financing the development of the company or organization, through the periodic recycling of hidden costs.” (Savall, 2023, Cappelletti, Savall, Zardet, 2024)

The potential of socio-economic human resources management to facilitate the development of enterprises lies in the creation of mechanisms to retain employees and preserve human resources and intellectual potential. It is also concerned with increasing staff loyalty, preventing resistance to changes and innovations that typically accompany the development processes of any socio-economic system. In the context of the economic development of an enterprise, effective socio-economic HR management is conducive to enhancing the effectiveness of its activities by increasing labour productivity and obtaining additional competitive advantages by attracting talented professionals to the staff. In the context of the loss of human capital by Ukrainian business entities due to prolonged military operations within its territory, occupation, deterioration of economic living conditions, political and social tension, and other factors, the principles of socio-economic management can serve not only as a guarantee of sustainable development for the enterprise, but also as a condition for its survival in the market over the ensuing years.

The employer brand constitutes the HR management tool through which organisations disseminate information regarding their socially oriented policies to the labour market, with the objective of attracting the attention of potential candidates seeking employment opportunities. The employer brand constitutes a means of indirect headhunting, serving as an incentive for top professionals to change jobs. As illustrated

in Figure 3, the formation of an employer brand predicated upon gender-neutral management is a conceivable proposition. This approach is in line with the objectives and specificities of the socio-economic management of organisations. At the first stage, it is necessary to study the current state of the organisation's human resources management for signs of discrimination or, conversely, preference for employees of a particular gender. It is also

necessary to analyse the experience of competitors, partners, well-known world leaders who apply and actively promote the principles of gender neutrality, inclusiveness, equality and follow the objectives of sustainable development in their activities. In the second stage of the process, it is proposed that brand development should be implemented as a discrete management project within the business entity's development management system. In order

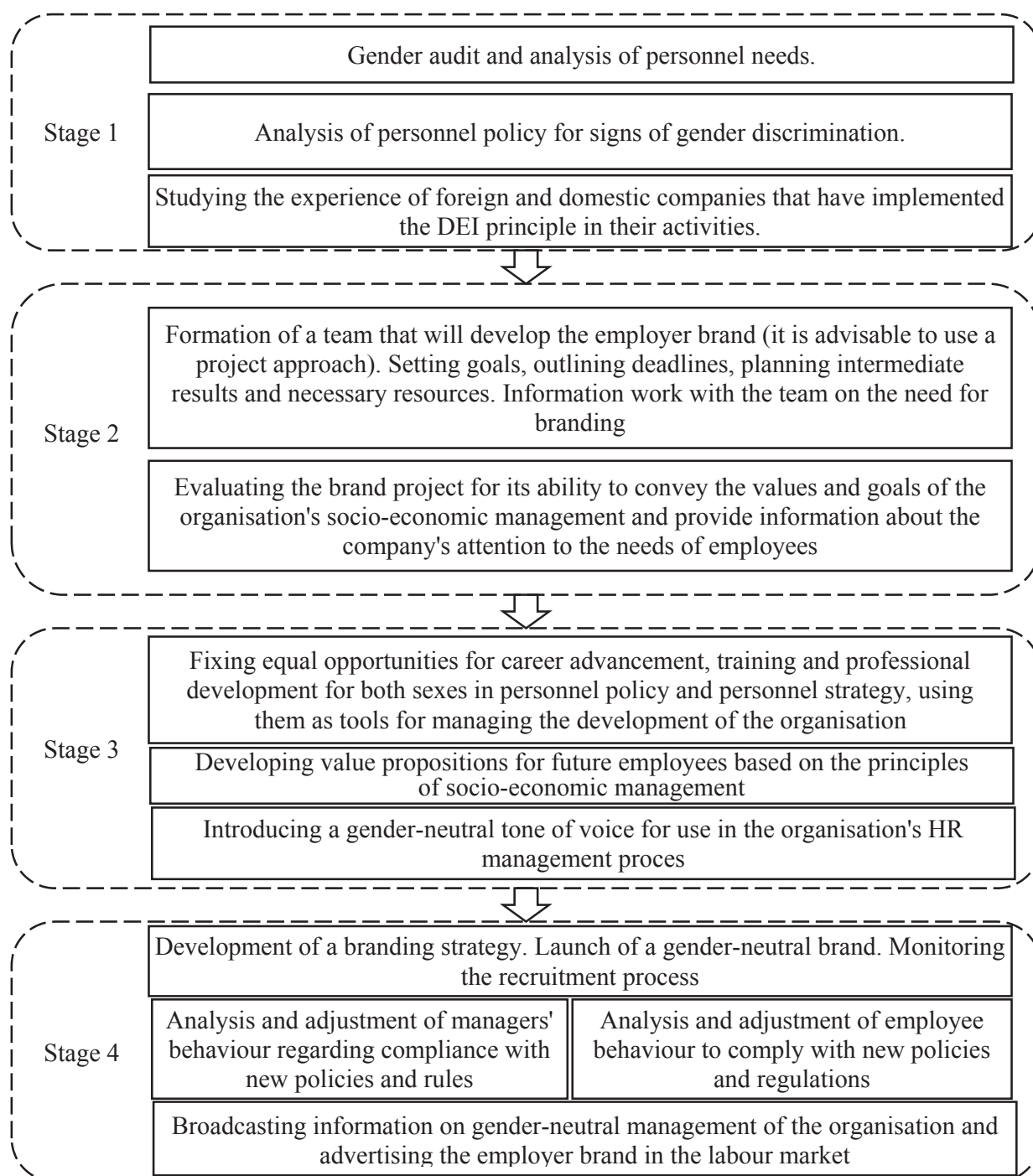


Figure 3 Stages of employer brand formation based on gender-neutral management

Source: authors' scientific vision

to accomplish this objective, it is imperative to establish a project team that incorporates representatives from both genders. Milestones are scheduled, deadlines are established, and expected results and desired audience coverage indicators are determined.

At the third stage, specialists from the human resources management department are actively involved in brand development, with changes being made to the organisation's personnel policy and strategy. In the final stage of the process, the brand is developed and its dissemination in the labour market is initiated. The initial phase of enterprise development is predicated on the principles of socio-economic management.

It is imperative that the gender dimension be considered in the context of the organisation's transition to a socio-economic management model. The pursuit of gender equality in personnel management and in the attitude of management towards employees should be a strategic goal of managing the development of any modern enterprise. Furthermore, this objective should be supported by policy at the state level, since one of the goals of sustainable development that Ukraine strives to achieve is full gender equality for women and girls in all spheres of life, and therefore, in the field of management. The implementation of effective socio-economic management strategies has been identified as a pivotal factor in realising these objectives, along with the goal of ensuring decent work and economic growth for all. The reality of the existence and management of Ukrainian business is not typical for developed countries of the world, primarily due to the considerable impact of the war on the labour market in recent years, which has resulted in a rapid loss of human capital. Military actions have been shown to engender imbalances in the demand and supply of labour, particularly with regard to male workers, thus giving rise to further inequalities in employment opportunities and career progression for women, in addition to the historical and inherent inequalities that prevail in most countries worldwide.

In the future, it is predicted that Ukrainian companies that elect to pursue further development through the implementation of the socio-economic management model will require mechanisms that facilitate the replacement of male labour with female labour. This can be achieved through the implementation of personnel training systems and professional retraining. In addition, the retention of human resources can be enhanced through the utilisation of diversified and individually calibrated tools for the stimulation and motivation of employees. Furthermore, it is anticipated that

companies will transition to a gender-neutral workplace, whilst concurrently prioritising the needs of employees, particularly with regard to security measures during alarms and flexible work schedules.

In the context of contemporary socio-economic human resource management within organisations, it is recommended to integrate gender-neutral management practices with approaches that consider gender-related factors when shaping employee working conditions and utilising mechanisms for employee motivation, recognition and attaining professional excellence. This strategy is poised to yield mutually beneficial outcomes for companies and their employees. In this context, the following proposals are hereby put forward for the establishment of a model of socio-economic management in the HR management system of modern enterprises:

- Provision of financial guarantees to employees who do not have children during pregnancy and childbirth will increase the level of loyalty of such employees, as they will know that the company cares about them and will not refuse their services during the period of temporary disability caused by the birth of a child;

- provision of financial assistance and compensation for the cost of equipment to employees who have joined the Armed Forces of Ukraine voluntarily or under conscription;

- enshrining in contracts and employment agreements the obligation to review working conditions annually and adjust them in accordance with the wishes and needs of employees;

- financing educational products for employees coming out of maternity leave and needing to update their knowledge and skills;

- organisation of a space for the children of the organisation's employees where they can be supervised during air raids while their parents continue to perform their duties in the shelters;

- payment for the education of employees' children, provided that they do not look for a new job until the end of the educational process;

- organisation of hairdressing, styling and manicure services to ensure compliance with corporate requirements for the appearance of employees, with the possibility of using such services free of charge once a month by appointment (this form of motivation will work better for female employees in the team);

- provision of opportunities to receive free psychological assistance and restore mental health;

- organisation of women's and men's clubs for employees aimed at joint sports activities in teams and leisure activities;

- purchasing gym memberships for male employees and certificates for SPA centres for women at the company's expense;

- payment for medical care, medical examinations and treatment of employees and their families through the purchase of corporate insurance policies.

It is evident that a proportion of the proposals demonstrate a distinctly gender-focused orientation, whilst others exhibit a universal character that renders them suitable for application to employees of both sexes. The objective of all of these measures is to meet the needs of employees to the greatest extent possible, a principle which is consistent with the tenets of socio-economic management of the organisation. Consequently, they can be integrated into information about the employer brand, into personnel policies, with their subsequent publication on the official websites of companies, and into their development strategies in terms of finding strategic sources of replenishment of the human resource in a situation where the state loses human capital.

4 Conclusions

The study of the gender aspect of the systemic approach to socially oriented HR management, and its prospects for integration into the process of managing the development of enterprises under the influence of the loss of human capital, made it possible to draw the following conclusions.

1. The principles of socialisation and the utilisation of a socio-economic approach in the management of an organisation and in the HR management system provide for the orientation of management efforts not only on the generation of profit, but also on the improvement of the standard of living of employees by taking into account their needs and interests in motivational mechanisms and when creating individual working conditions. This enables the cultivation of enhanced staff loyalty, thereby facilitating the acquisition of human resources that are instrumental in the realisation of the enterprise's strategic objectives.

2. The gender factor exerts a significant influence on various components of the HR management system, including the leadership qualities of managers, personnel management styles, the motivational tools employed in teams, and the

economic outcomes resulting from employees' professional performance. Gender-sensitive management will make it possible to stimulate employees more effectively, taking advantage of the effects of personalisation and individualisation and avoiding the costs of ineffective motivational measures. In order to move towards a socio-economic management of the organisation, a gender audit of the human resources policy is a necessary step to prevent discrimination and ensure a fair distribution of resources between all participants in the financial and economic processes of the company.

3. Socio-economic HR management focuses both on economic results and on the development of human capital, which is particularly important for Ukrainian companies in the conditions of loss of human resources due to the prolonged war. Creating an employer brand based on gender neutrality and social orientation is important for attracting and retaining talents and specialists, both those who are looking for a job in the labour market and those who are working for other companies, but may change employers due to better job offers.

4. The transition to a socio-economic management model should be accompanied by a policy of ensuring gender equality in the personnel management system as a strategic goal of long-term business development, consistent with the national goals of Ukraine's movement towards sustainable development. In order to ensure the preservation of human capital and intellectual potential, it is recommended that Ukrainian companies consider the implementation of principles of socio-economic management that have been proven to facilitate the creation of safe working conditions, the provision of necessary equipment and tools, the financing of training programmes, the provision of educational services and facilities, the development of flexible and personalised mechanisms of material and non-material motivation, and the guarantee of the possibility of moving along an individual career trajectory.

The development of a personnel policy with a gender approach is identified as a key area for future research. Such a policy would serve as the foundation for personnel development strategies within domestic enterprises, which are likely to persist in the face of challenges related to the potential loss of human capital.

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