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## OVERCOMING THREATS TO THE ECONOMIC SECURITY OF UKRAINE IN THE PROCESS OF CREATING CONDITIONS FOR THE PRESERVATION AND DEVELOPMENT OF LABOR POTENTIAL ON THE BASIS OF RESILIENCE

**Introduction.** Over the past almost four years, following the full-scale armed Russian aggression against Ukraine, the issue of protecting Ukraine's national interests has become significantly more relevant, especially concerning the provision of economic security. This has manifested in the escalation of risks, threats, and dangers caused by the destructive consequences of the war. There has been physical destruction of fixed assets and economic infrastructure, a catastrophic decline in the economic, financial, material, and resource provision for security and defence needs, and the impossibility of conducting economic activity in areas of combat (including due to missile and drone attacks). Additionally, there is an increase in macroeconomic imbalances, a shortage of skilled labour, and a sharp decline in conditions and opportunities for preserving and developing the country's human potential.

These negative phenomena share common features, which are dependent on the availability and effective functioning of labour resources. In their absence or significant deficit, problems arise in achieving priority goals that correspond to the national, economic, and social interests of a country in a state of prolonged war. Against the backdrop of uncertainty regarding the extent of war-inflicted damage and the possibilities for compensation, the time and financial prospects for restoring economic potential in many areas of activity remain

among the main problems for Ukraine's economic security [9].

The consideration of the complex of threats to economic security – hazardous actions, processes, and phenomena across all sectors and branches of the economy – as well as an understanding of the logic of their development and mutual influence under crisis conditions, makes it possible to form a more comprehensive understanding of the foundations of national resilience. This, in turn, facilitates the implementation of measures and the adjustment of the state's economic policy aimed at ensuring a higher level of protection against external and internal threats [1].

Recent data on the employment level of Ukraine's population as of July 2025, according to the Deputy Minister of Economy of Ukraine, Tetiana Berezhna, indicate a significant labour gap between the demand for and the availability of workforce [34]. Among the country's 26.9 million residents, 13.4 million are employed, 973.4 thousand are seeking employment, and 12.5 million constitute the economically inactive population. Overall, as of July 2025, the population structure of Ukraine comprises 50% employed persons, 3% job seekers, and 47% economically inactive individuals. Since 2022, 5.2 million Ukrainians have left the country. According to forecasts by the Ministry of Economy of Ukraine, to achieve real GDP growth in line with the



baseline scenario of the Ukraine Facility Plan macroeconomic forecast, 2 million people should be engaged in the labour market by 2030, and 7 million by 2040, bringing the total number of employed persons to 24 million.

The priority task is not only to create new jobs, but also to involve the economically inactive population in labour activity, encourage the return of Ukrainians from abroad, and enhance labour productivity. In addition to utilizing the country's own labour potential, the attraction of foreign workers is also planned. This is emphasized in the joint report of the Ministry of Finance of Ukraine and the Ministry of Economy of Ukraine titled «On the Priorities of Economic Policy Aimed at Ensuring Economic Growth: A Strong Foundation, Higher Potential, and Rapid Recovery» [10]. As a priority area for eliminating the most urgent constraints to economic growth caused by external demand, the section «Labour» identifies and addresses the problem of labour shortages.

#### **Analysis of recent research and publications.**

The National Institute for Strategic Studies (NISS) has proven to be the most authoritative institution in the field of economic security research under the complex contemporary conditions of martial law, national and global crises, and overall instability. In 2023, 2024, and 2025, NISS experts prepared several scientific and analytical reports based on expert evaluations, including «Current Challenges and Threats to Ukraine's Economic Security under Martial Law» [1] and «Ukraine's Economic Security under Conditions of Prolonged War» [9]. The continuation of research in this area was reflected in another expert-analytical report [8], which examined the transformations of economic risks in Ukraine as a whole and across its key components – macroeconomic, production-related, financial, external economic, investment, innovation, social, and food security, as well as the sphere of digital transformation. The report substantiates the paradigm of modernizing the strategy and priorities of economic security on the principles of sustainable development in the context of the new reality. It also presents the results of expert assessments based on a NISS survey that analyzed changes in economic security during 2022–2025 and outlined prospects for ensuring it in 2026–2028. In addition to these analytical reports, NISS scholars have prepared a number of publications presenting their individual academic perspectives on the problem of economic security. Among them are Ya. Zhalilo, Ya. Bazyliuk, O. Vlasiuk, O. Sobkevych, O. Malynovska, L. Yatsenko, and others [1; 8; 9].

A monograph entitled «The Economics of Peacemaking in the System of State Economic Security for Overcoming the Consequences of Hybrid Occupation» [7], which was published in the first half of 2022, was a joint effort by scholars from various regions of Ukraine. It already differed significantly from publications issued before the full-scale aggression of the Russian Federation. It considers the peculiarities of state policy regarding the formation of a peacemaking economy in times

of war. The entire work is aimed at the optimistic components of achieving economic security through the implementation of strategic priorities of the state's peacemaking policy. Valuable for the post-war recovery of Ukraine are the general relationships between peacemaking policy and economic security and the mechanisms for the reintegration of the occupied regions, as defined in the monograph. Based on the regional specifics of economic security, a policy has been built for the formation of tools to stimulate socio-economic development and restore the potential of the occupied regions.

There is a discussion among scholars about the role and significance of labor resource security. For example, H. Sichiokno believes that it is appropriate to single it out as an independent component of economic security [32] and substantiates this for the state's economic policy. Kachan Ye. and Koshil I. emphasize the destructive consequences for the reconstruction of the national economy resulting from the lack of labor resource security in Ukraine [11].

However, most educators and scholars consider it appropriate to view labor resource security as a subsystem of most components of economic security. The key to Ukraine's successful post-war reconstruction is precisely the preservation of labor potential and the accumulation of human capital as responses to challenges on a national and global scale, according to domestic scholars: O. Novikova, V. Antoniuk, Yu. Zaloznova, A. Kolut, V. Heiets, A. Arseienko, N. Azmuk, Ya. Ostafiichuk, O. Khandii, O. Sydorochuk, O. Pankova, O. Kasperovych, O. Pyshchulina [2-4; 6; 12; 13; 15-24; 26; 31; 33; 35].

Economic and labour resource security will yield the expected outcomes only under the condition of acquiring the property of resilience. Following the adoption of the relevant legal documents in 2021, during the period of full-scale armed aggression in 2022, policymakers, legislators, scholars, educators, and civil society organizations turned their attention to developing the scientific and practical foundations for ensuring a national resilience system. This shift reflected the growing awareness of the need to acquire the capacity for survival, adaptation to the most challenging circumstances, and preservation of integrity under stress. Resilience represents a synthesis of the quality and the resource of development. In various forms, Ukrainian researchers have analyzed, assessed, and proposed solutions aimed at fostering resilience across all spheres of life and production. Among the key contributors to this discourse are O. Reznikova, S. Pyrozhekov, O. Novikova, Ya. Ostafiichuk, O. Tsymbal, I. Petrova, V. Blyzniuk, N. Azmuk, M. Belinska, and O. Korolchuk [5; 14; 17; 18; 21; 25; 30].

**The purpose of the article** is to provide a conceptual and applied-scientific definition of labour resource security within the system of economic security based on the principles of resilience, and to identify the main areas for ensuring labour resource security within the subsystems of economic security – namely, the macro-

economic, financial, scientific and technological, production, social, demographic, and regional dimensions.

Research methods include general scientific approaches (systemic, comprehensive, and logical), as well as specialized ones (socio-economic, statistical, comparative, and expert assessment methods).

**Research results.** Labour resource security is defined as the availability of an employed workforce of the necessary quantity and quality to ensure the capacity of the national economy to realize national economic interests on the basis of resilience to external and internal threats to socio-economic development.

The implementation of labour resource security requires the fulfillment of specific conditions that promote the balance between labour market requirements and the economy's need for the effective use of the workforce. This definition has been developed by the authors through the analysis of the draft Concept of the Strategy for Economic Security of Ukraine and the development of the Action Plan for the Implementation of the Concept for Ensuring the National Resilience System in 2025 [27]. In order to meet the requirements of the national resilience system, both the workforce and the national economy must acquire the property of resilience.

A lack of labour resource security generates threats to national security in both the economic and social spheres. In the current Concept of the Strategy for Economic Security of Ukraine for the Period up to 2025, labour resource security is not identified as a separate component. However, within the structure of this strategy, under the macroeconomic security component, more than half of the identified threats are directly related to labour resource security. The validity period of the Strategy for Economic Security of Ukraine up to 2025 is coming to an end [28]. The National Security and Defence Council of Ukraine has initiated the development of a new legal framework for Ukraine's economic security and assigned the National Institute for Strategic Studies (NISS) to lead this process with the involvement of leading experts in the field of national economic security. The sequence of actions in this area began with the formation of the Concept of the Strategy for Economic Security of Ukraine up to 2030. The principal feature of this draft Concept is the incorporation of the foundations of the national resilience system, since without this innovative dimension it is practically impossible to ensure economic and national security under current conditions.

The deepening of the multifaceted crisis in the country, caused by the prolonged war and its consequences, has intensified the need of the state and society to develop subsystems of national resilience that would contribute positively to strengthening national security and its individual domains.

The legal foundation for defining the substance and scope of state and societal activities aimed at ensuring the national resilience system was established by the Concept for Ensuring the National Resilience System, approved by the Decree of the President of Ukraine in

2021 [29], as well as by the corresponding Implementation Plan [27]. The implementation of these legal documents is directed toward ensuring that the entire system of national security and the economy, along with their subsystems, possess the capacity to withstand, adapt to extraordinary conditions, strengthen, and recover. They must demonstrate the ability to resist external and internal threats and to maintain the capacity for dignified functioning and development.

An analysis of theoretical and practical achievements in overcoming threats to national security in the social and labour sphere on the principles of resilience, along with proposals for their minimization and mitigation, is presented in the article by O. Novikova [16]. The article substantiates specific recommendations for addressing threats in the labour sphere based on the resilience approach, and it is advised that these recommendations be considered during the formation of the Strategy for Economic Security of Ukraine up to 2030. The participation of experts from the Institute of Industrial Economics in preparing and developing the draft Concept of the Strategy for Economic Security of Ukraine up to 2030 provides the opportunity for such consideration. However, labour resource security within the structure of the Strategy for Economic Security of Ukraine up to 2030 must be clearly defined and occupy a more prioritized position among its strategic directions. This is necessary given the increasing impact of threats in the labour sphere arising from both external challenges to national security and internal risks associated with the protracted war.

The content of the Strategy for Economic Security should therefore include a set of priorities aimed at preserving the economic foundation for the country's continued existence and development. Consequently, the priorities of economic policy must focus on ensuring economic growth, national security, and the sovereignty of the state. Among the most significant barriers to accelerated economic growth are the obstacles and constraints caused by the shortage of labour resources.

Under current conditions, the demand of Ukraine's economy and industry for labour has become critically acute due to the demographic crisis, the mass emigration of a significant share of the working-age population following the onset of the large-scale armed aggression of the Russian Federation against Ukraine, and the loss of employable population as a direct consequence of the war.

The prioritization of addressing labour resource security challenges requires a revision of the national security policy concerning the preservation of labour potential, human and intellectual capital, and the overcoming of the shortage of highly qualified labour. It is necessary to ensure the inclusion of threats to labour resource security and the corresponding directions for their mitigation within the structure of the components of economic security. In turn, ensuring the national resilience system in relation to all components of social and labour development will create favourable condi-

tions for post-war reconstruction by counteracting the threats associated with the loss of labour resources.

The objectives of the draft Strategy for Ensuring the Economic Security of Ukraine during the Wartime Period should include provisions aimed at *supplying critical sectors of the economy with a workforce* of the required number and qualifications. This can be achieved through: improving the procedures for reserving employees critical to production; stimulating upskilling and reskilling; creating conditions for the territorial mobility of workers (in particular, to meet the needs of relocated enterprises).

This necessitates the inclusion of labour resource security provisions in each component of economic security. However, in the authors' view, isolating labour resource security as a separate component within the system of economic security would be inappropriate, as it would limit the ability of other subsystems of economic security to benefit from a systemic and comprehensive implementation approach.

Among the general assessments of the state and risks of Ukraine's economic security, it is appropriate to include in the risks of weakening the country's competitiveness the constraints on economic growth rates and post-war recovery caused by a long-term labor shortage. Labor resource security should be integrated into the framework of every component of economic security and utilize their targeted capacities to achieve its objectives. It is necessary to involve those components of economic security on which the attainment and maintenance of labor resource security depend. The components within the system of economic security responsible for ensuring labor resource security include:

- macroeconomic;
- financial;
- scientific and technological;
- production;
- social;
- demographic;
- regional subsystems.

In the context of addressing threats in the *macroeconomic sphere*, the range of priority areas should encompass the following institutional elements for ensuring labor resource security:

- 1) development and adoption of the National Employment Strategy;
- 2) alignment of domestic labor legislation with the requirements of the EU acquis;
- 3) adoption of a new Labor Code of Ukraine;
- 4) strengthening the capacity of social partners in the labor sphere and restoring bipartite and tripartite social dialogue, particularly at the territorial and local (enterprise) levels;
- 5) reforming the State Labor Service of Ukraine by focusing its activities on labor inspection issues, while delegating a wide range of atypical functions to relevant ministries and the private sector, among others.

Under the conditions of a protracted war, it is essential to consider highly relevant and appropriate *areas*

*of macroeconomic security* that influence defense capability and counteract war-related threats, namely: improving procedures for reserving employees; stimulating the participation of economically inactive population groups in the labor market, particularly women and older persons with professions in demand under wartime conditions [20].

A substantially broader program of macroeconomic security will be required in the post-war period, when forward-looking structural transformations will occur and long-term resilience to threats will be strengthened. The possibilities for *achieving labor resource security during post-war recovery* are determined by the following factors:

- ensuring that the mechanisms for forming and financing state and regional orders for workforce training are aligned with the long-term strategy of specialization and diversification of Ukraine's economy;
- reducing the labor shortage for post-war recovery needs by activating the maximum possible number of citizens capable of working in the labor market;
- promoting the return and reintegration of Ukrainian migrants;
- standardizing procedures for the employment of foreigners in the domestic labor market, and ensuring control over compliance with employment regulations for third-country nationals;
- adapting educational programs to the needs of the labor market.

According to the authors, within the framework of *financial security*, the priority areas for ensuring labor resource security include the following: strengthening the role and institutional capacity of labor inspectorates in detecting undeclared work; rejecting the practice of imposing moratoria on business inspections; reducing the scale of informal employment; and joining European initiatives to combat undeclared work.

Within the framework of *scientific, technological, and industrial security*, the priority areas of labor resource security should include: ensuring effective coordination among the relevant ministries on forming state orders for workforce training in the industrial sector; promoting the provision of qualified personnel for strategically important enterprises and critical infrastructure; creating conditions for labor migration to relocated enterprises; developing dual education and in-company internship programs; increasing labor productivity through training, upskilling, and reskilling of personnel; and enhancing the prestige of employment in industry among young people.

Within the structure of *social security*, the priority areas of labor resource security are determined by: creating conditions for the employment of vulnerable population groups – primarily internally displaced persons (IDPs), persons with disabilities, and veterans; adapting society to demographic aging and developing conditions for active longevity in the labor market; increasing the employment rate of young people after graduation; and introducing effective tools for monitoring and prevent-

ing discrimination in the labor sphere, particularly on the grounds of gender and age.

The priority areas of *regional security* are complemented by labor resource priorities, which include: increasing the regional and local presence of the State Employment Service (SES); establishing mechanisms for cooperation with local self-government authorities; integrating internally displaced persons into regional labor markets; providing additional state employment guarantees in territories with heightened security risks; and reducing regional imbalances between labor demand and supply.

The areas for *demographic security* concerning the sphere of employment, labour market, labour migration, and labour relations should be correlated with threats to demographic security, such as: a decrease in employment opportunities and a deepening of structural imbalances in the labour market due to the loss and displacement of people and enterprises; qualitative and structural changes in the economy's needs for workers, which actualizes the problem of structural unemployment; and the deterioration of the ability to realize a person's right to decent work due to the spread of informal employment, difficulties in finding a job corresponding to one's qualifications, and problems with employing vulnerable population groups.

Based on this, the areas for demographic security, aimed at ensuring labour resources *in wartime*, should include: ensuring high professional mobility of workers under conditions of shock impacts on the labour market, acquiring skills for a rapid transition to related professions; promoting the restoration of a balanced labour market in accordance with changes in the spatial distribution of business and people.

Areas of activities for ensuring labour resource security in the *post-war period* in the demographic sphere should be:

- implementation of systemic measures to preserve and improve the quality of human capital based on investments in education, retraining, and professional development of personnel, considering the prospective structural transformations of the national economy;
- prevention of external labour migration by creating conditions for decent work in Ukraine;
- harmonisation of labour relations, implementation of effective tools for preventing discrimination in the workplace, and guaranteeing decent working conditions.

The presence and intensification of external and internal threats to national security in the economic sphere necessitate the national economy's need to withstand, adapt, strengthen, recover, and develop. In Ukraine, the issues of sustainable social and labour development and its components – the labour sphere, workforce, labour market, social and labour relations, social partnership, etc. – are at the stage of scientific and practical formation.

In Ukraine, the problems of sustainable social and labour development and its components – the labour sphere, workforce, labour market, social and labour relations, social partnership, etc. – are at the stage of scientific and practical formation. However, international experience in this area serves as an example of the possibilities for its adaptation to Ukrainian conditions. The achievements in developing the conceptual framework for the sustainability of the labour force, labour market, labour relations, and the social and labour sphere are revealed, in particular, in the publications of O. Novikova and N. Azmuk (Fig. 1).

#### ESSENCE OF THE CONCEPTS «RESILIENCE OF THE WORKING PERSON» AND «RESILIENCE OF THE SOCIO-LABOR SPHERE»

**Employee resilience** is the ability to adapt to stress, challenges, and threats and to continue working productively (Messer Laurie, 2021).

**The resilience of the labor market** is the ability to withstand economic downturns with limited social costs and to recover (OECD Report) (Organisation for European Co-operation and Development, 2017).

**The resilience of labor relations** is the capacity to adapt and change in order to ensure productive work, safe working conditions, fair pay, social protection for employees, and other social guarantees (Michael Harris, Australia, 1976).

**The resilience of the socio-labor sphere** is a set of characteristics that determine its ability to withstand challenges and crises based on behavioral adaptation.

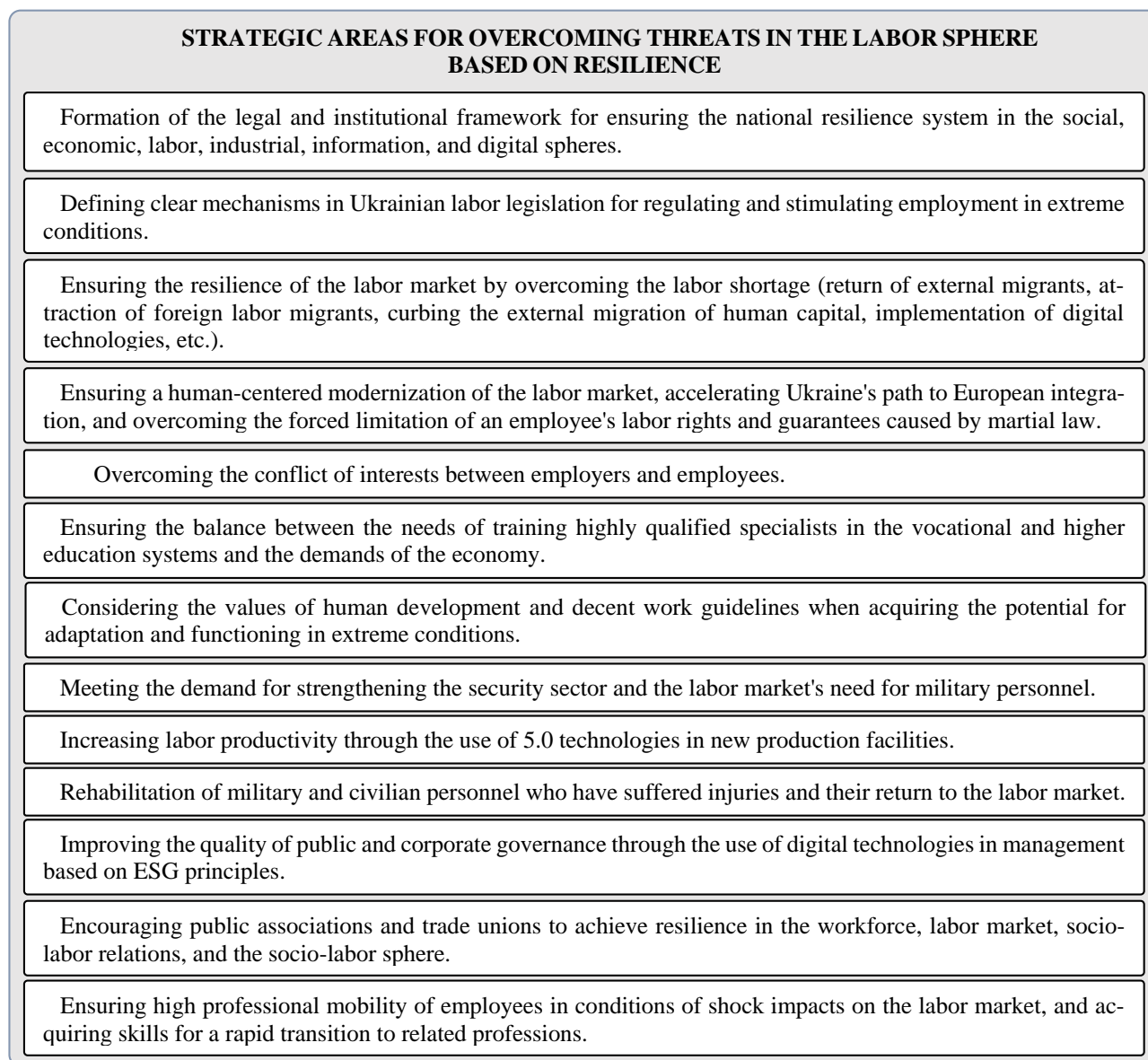
**The resilience of the socio-labor sphere** is the ability of the ecosystem to recover after exposure to a stress factor, to adapt to new operating conditions, and to improve the characteristics of its structural elements, as well as the interaction between the subjects of socio-labor relations and human-machine interaction.

Fig. 1. Definition of concepts regarding the resilience of the employee, labor market, labor relations, and the socio-labor sphere

Source: [16, p. 266]

A logical result of this research area was the article by O. Novikova, O. Tsymbal, and Ya. Ostafiichuk, «The Formation of Resilience in the Socio-Labor Sphere in the Context of Ukraine's Post-War Economic Reconstruction» [21].

The research conducted in this area made it possible to identify, systematize, and present strategic areas for overcoming threats in the labor sphere based on resilience (Fig. 2).



**Fig. 2. Strategic areas for overcoming threats in the labor sphere, considering the principles of resilience**  
Source: [16, p. 267]

The practical foundation for the implementation of the national resilience system was the adoption of the Action Plan for the Implementation of the Concept for Ensuring the National Resilience System (dated November 10, 2023, No. 1025-r) [27]. The duration of the adopted Action Plan expires in 2025. In its content, it did not include provisions related to labor resource security, nor did it adequately correspond to a significant number of areas outlined in the Concept. The Plan was extensive and detailed in measures, most of which were not implemented, and it failed to keep pace with the growing needs for the accumulation of resilience capi-

tal. Furthermore, there was no clear coordination or strong linkage between the Plan's measures and other action plans developed for the implementation of existing national security strategies. In this regard, there is an urgent need to develop an updated Action Plan for the Implementation of the Concept for Ensuring the National Resilience System for the period up to 2030. This Plan must be identified as a prerequisite for the development of updated versions of the national, economic, and information security strategies, and it should be formulated on the principles of ensuring the national resilience system. To strengthen labor resource security, spe-

cial attention should be paid to both current and future labor force needs.

For the analysis of threats and risks to the most critical spheres of the state's and society's functioning, the Action Plan should provide for the development and implementation of a system for forecasting labor supply and demand in strategically important sectors of the economy. Among additional tasks, it is advisable to include «Ensuring the sustainable functioning of public authorities and the provision of essential public services in the event of a crisis.» It is also expedient to provide for a measure titled «Development and implementation of mechanisms to ensure the availability of labor for strategically important enterprises and critical infrastructure under crisis conditions (reservation, remuneration, and other incentive tools).»

At the same time, the new draft Action Plan for the Implementation of the Concept for Ensuring the National Resilience System until 2030 should update and specify the priority objectives and measures.

Thus, to prevent the emergence of threats and the onset of crisis situations, it is necessary to set the task of forecasting labor force needs and adapting the education system to new requirements. To achieve this objective, the following measures should be envisaged: conducting monitoring of the current situation to identify actual demand for specialists; developing «maps of professions of the future» that determine critically needed occupations for the national economy; designing programs to support the training of specialists in strategically important fields for the needs of the national economy; and developing programs to foster the creation of clusters in key industries.

In order to respond to threats and crisis situations effectively, a key task must be established – to initiate monitoring and early detection of threats to labor resource security. To achieve this, the following measures should be implemented:

- ensure the creation of a system for monitoring crisis phenomena in the national labor market (based on data from the State Statistics Service, the Ministry of Economy, the State Employment Service of Ukraine, and employers);

- develop a Labor Resource Resilience Index;
- develop a Program for the Protection of the Country's Labor Resources under Martial Law;
- develop a Strategy for Workforce Retention in Frontline Regions.

To overcome the consequences of emerging economic threats and to restore sustainable functioning, it is necessary to include the task of developing mechanisms to reduce the risks of labor shortages affecting the national economy. This can be achieved through the following measures:

- adapting international experience in educational and social reintegration of veterans to the Ukrainian context;

- developing a program to promote the educational and labor reintegration of veterans;

- developing programs to facilitate the return of wartime migrants to Ukraine and to support their educational and labor reintegration.

For prevention the emergence of threats and the occurrence of crisis situations, it is essential to enhance the preparedness of public authorities, local self-government bodies, and economic entities for potential crises, as well as to prevent risks and minimize their impact. The implementation of this objective requires conducting, within the framework of social dialogue, regular consultations and information exchange between the public and private sectors on issues related to improving preparedness for emergencies, crisis response and recovery, and applying an integrated risk management approach.

In the process of designing long-term measures within the new Action Plan for the Implementation of the Concept for Ensuring the National Resilience System, it is necessary to consider forward-looking objectives. These include enhancing the resilience of the labour market by engaging and activating those population groups that, for various reasons, are currently insufficiently active, yet represent a potential reserve for overcoming the labour shortage. Primarily, these groups comprise youth, women, pre-retirement and retirement-age persons, internally displaced persons (IDPs), veterans/combatants, and persons with disabilities [20]. Their integration into the labour market – aimed at strengthening its resilience and alleviating the problem of workforce shortages in the economy – requires the following managerial decisions:

- development and implementation of a monitoring system to assess the availability of representatives of the above categories of potential labour resources (their number and professional composition) at the national and regional levels (for the development of corresponding state and regional policies on engagement), as well as at the local community level (for designing specific practical measures to involve them);

- identification and implementation of a set of measures aimed at enhancing the inclusiveness of the labour market, considering the specific needs of these groups (vocational training, creation and/or modernization of quality workplaces);

- development and implementation of specialized programs for adaptation and professional training, tailored to the specific needs and characteristics of the respective population groups and aligned with labour market demands;

- design and implementation of motivational mechanisms to encourage the employment of these groups (opportunities for skill upgrading and reskilling, adequate remuneration, safe and high-quality working conditions, mechanisms of psychological adaptation in the workplace, and social guarantees);

- expansion of opportunities for distance learning and acquisition of professional skills and competences.

The State Employment Service should serve as the responsible authority and coordinator for implementing

these measures, given the specific nature of its activities, its broad territorial representation, and the availability of qualified specialists in the relevant fields.

**Conclusions.** The article addresses the problem of labour resource provision as an integral component of the economic security system, defining it within the general conceptual framework of economic security, the structure of national economic interests, the components of the draft Strategy for Economic Security, and the formation of domains within the national resilience system as well as the measures for implementing the Concept for Ensuring the National Resilience System. The study identifies priority areas for ensuring labour resource security during martial law and throughout the post-war reconstruction of Ukraine's economy.

The search for conceptual, strategic, and applied managerial approaches to strengthening labour resource security on the principles of resilience has demonstrated the priority of achieving national interests while minimizing the negative impacts of external and internal threats in the macroeconomic, financial, scientific-technological, and production spheres, as well as in the social, demographic, and regional security dimensions. Resilience provides additional leverage for successfully achieving the objectives of security and development by enhancing the qualitative and resource capacities of the economic security system.

The development of resilience requires further scientific research to ensure the practical application of its

results in management practice for safeguarding labour resource security. The concept of resilience enables a new perspective on the functioning of social institutions, focusing on the formation of workforce resilience that goes beyond conventional assessments of qualifications. It also facilitates the acquisition of attributes and skills necessary for adaptation and functioning under extreme conditions. Resilience generates new behavioral qualities, where the worker manifests their own capacities as a personality, as a labour resource, as a member of society, and as a driver of the nation's economic growth. This fosters motivation and the ability to perform effectively under extraordinary and crisis conditions. These insights outline a promising direction for further interdisciplinary scientific research.

**Prospects for further research.** The implementation of conceptual, strategic, and applied foundations of labour resource security requires the establishment of an appropriate legal framework to ensure its effectiveness. It is advisable that national security legislation explicitly define the socio-humanitarian dimension and identify the social and labour sphere as one of the domains within the national resilience system. Moreover, the draft Strategies for Economic Security, Information Security, and Human Development should consider the needs of the national economy and society in preserving, restoring, and engaging the labour force to facilitate the accelerated recovery of the country.

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**Novikova O., Ostafiychuk Ya., Azmuk N., Pankova O., Kasperovych O. Overcoming threats to the economic security of Ukraine in the process of creating conditions for the preservation and development of labor potential on the basis of resilience**

The article reveals the conceptual foundations of labor resource security, its essence, role, and significance within the structure of Ukraine's economic security under conditions of protracted war and post-war reconstruction. The study substantiates the need and importance of ensuring the resilience of labor resource security for the effective functioning, recovery, and development of the national economy. Particular attention is paid to the problem of an acute labor shortage caused by human losses and migration processes resulting from the war. The necessity of a deep and comprehensive integration of labor resource security into the system of economic security components of the state – namely, its macroeconomic, financial, scientific and technological, production, social, demographic, and regional subsystems – is justified. Strategic areas for overcoming threats in the labor sphere based on the principles of resilience are proposed. The authors recommend that labor resource security should be integrated into the framework of fundamental policy documents, including the Strategy of Economic Security of Ukraine until 2030 and the Action Plan for the Implementation of the National Resilience System.

*Keywords:* economic security system, labor resource security, national resilience, risks and threats, social and labor sphere, labor resource management, resilience enhancement.

**Новікова О. Ф., Остафійчук Я. В., Азьмук Н. А., Панькова О. В., Касперович О. Ю. Подолання небезпек економічної безпеки України при створенні умов збереження й розвитку трудового потенціалу на засадах стійкості**

В статті розкрито концептуальні засади трудоворесурсної безпеки, її сутність, місце, значення в структурі економічної безпеки України в умовах затяжної війни та повоєнної відбудови. Визначено потребу та значущість необхідності забезпечення стійкості трудоворесурсної безпеки для ефективного функціонування, відновлення та розвитку національної економіки. Акцентовано на проблемі гострого дефіциту робочої сили через людські втрати й міграційні процеси, спричинені війною. Обґрунтовано необхідність глибокої та комплексної інтеграції трудоворесурсної безпеки в систему складових економічної безпеки держави: макроекономічну, фінансову, науково-технічну, виробничу, соціальну, демографічну та регіональну її підсистем. Обґрунтовано стратегічні напрями подолання загроз у трудовій сфері на засадах стійкості. Авторами рекомендовано враховувати потреби у трудоворесурсній безпеці в структурі чинних засадничих документів - у Стратегії економічної безпеки України до 2030 року та в Плані заходів з реалізації національної системи стійкості.

*Ключові слова:* система економічної безпеки, трудоворесурсна безпека, національна стійкість, ризики та загрози, соціально-трудова сфера, управління трудовими ресурсами, напрями забезпечення стійкості.