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THE THEORY AND METHODOLOGY OF SCIENTIFIC RESEARCH ON THE IMPLEMENTATION OF HUMAN-CENTERED MANAGEMENT IN ORGANIZATIONS' HR MANAGEMENT STRATEGIES

Анотація. Агресивно капіталістична модель економічного розвитку, за якої основною метою функціонування суб'єктів господарювання було отримання прибутку за будь-яку ціну, виявилась неефективною на довгостроковому часовому горизонті, про що свідчать екологічні індикатори, а подекуди і соціальні глобальні показники. Збереження людського капіталу в умовах невизначеності та ризиків, якими перенасичений сучасний світ, має стати основним пріоритетом сталого глобального розвитку. Інструментом збереження та розвитку до необхідного сучасному підприємництву якісного рівня наявного у компаній персоналу може стати людиноцентроване управління. Метою дослідження є теоретико-методичне обґрунтування пропозицій щодо можливостей запровадження людиноцентрованого управління в стратегії HR-менеджменту організацій.

У статті досліджено концепцію людиноцентризму як сучасної гуманістичної парадигми, що визначає підходи до управління персоналом в умовах економічних, соціальних та культурних трансформацій. Запропоновано трьохетапну модель інтеграції людиноцентризму в управлінські процеси: від базового задоволення потреб працівників до їх повноцінного залучення у стратегічне планування діяльності організацій. Проаналізовано економічні очікування молодих людей після завершення війни в Україні та стратегічні візії молоді власного економічного майбутнього (у контексті працевлаштування). У статті звернено увагу на важливість підтримання на державному рівні та у приватному секторі процесів формування кваліфікованого кадрового резерву, злагоджених комунікаційних механізмів, стимулювання інноваційної діяльності та створення сприятливих умов для гармонізації роботи й особистого життя працівників.

Результати дослідження демонструють, що людиноцентрований підхід в HR-менеджменті здатний формувати робочі колективи з високим рівнем мотивації, лояльності та професійної ефективності, що є важливим елементом створення позитивного іміджу організацій на ринку праці.

Ключові слова: людиноцентризм, людиноцентроване управління, методологія наукових досліджень, HR-менеджмент, управління персоналом, стратегія, стратегічне управління.

JEL Classification: A13, J24, M12



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Absztrakt. A gazdasági fejlődés agresszívan kapitalista modellje, amelyben a gazdasági egységek elsődleges célja a profittermelés volt mindenáron, hosszú távon hatástalannak bizonyult, amint azt a környezeti mutatók és egyes esetekben a globális társadalmi mutatók is bizonyítják. A globális fejlődés központi prioritásává kell válnia a humán tőke megőrzésének egy olyan környezetben, amelyet a mai világban bőségesen jelenlévő bizonytalanság és kockázatok jellemeznek. A modern vállalatok rendelkezésére álló munkaerő minőségének fenntartására és fejlesztésére szolgáló lehetséges eszköz az emberközpontú menedzsment. A tanulmány célja, hogy elméleti és módszertani alátámasztást nyújtson az emberközpontú menedzsmentnek a szervezetek HR-menedzsment stratégiáiba való beépítésére vonatkozó javaslatok elméleti és módszertani megalapozására.

A tanulmány az emberközpontúság fogalmát vizsgálja, mint olyan kortárs humanista paradigmát, amely a gazdasági, társadalmi és kulturális átalakulások közepette alakítja a személyzeti menedzsment megközelítését. Háromlépcsős modellt javasol az emberközpontúságnak a vezetési folyamatokba való integrálására, amely az alkalmazottak alapvető szükségleteinek kielégítésétől a stratégiai tervezésbe való teljes körű bevonásukig terjed. A kutatás a fiatalok gazdasági elvárásait vizsgálja az ukrain háború befejezése után, valamint a fiatalok gazdasági jövőjükkel kapcsolatos stratégiai elképzeléseit (különösen a foglalkoztatással összefüggésben). A cikk kiemeli az állami és magánszektorbeli támogatás fontosságát a képzett tehetségállomány fejlesztését, a koherens kommunikációs mechanizmusok kialakítását, az innováció ösztönzését és a munkavállalók munka- és magánéletének összehangolását elősegítő kedvező feltételek megteremtését célzó folyamatok számára.

Az eredmények azt mutatják, hogy az emberközpontú megközelítés a HR-menedzsmentben elősegítheti a magas szintű motivációval, lojalitással és szakmai hatékonysággal jellemezhető munkaerőt, amely kritikus összetevője a pozitív szervezeti imázs kialakításának a munkaerőpiacon.

Kulcsszavak: emberközpontú, emberközpontú menedzsment, tudományos kutatási módszertan, HR-menedzsment, személyzeti menedzsment, stratégia, stratégiai menedzsment.

Abstract. The aggressively capitalist model of economic development, wherein the primary objective of economic entities was profit generation at any cost, has proven ineffective over the long term, as evidenced by environmental indicators and, in some cases, global social metrics. The preservation of human capital in an environment characterized by uncertainty and risks, which are abundant in today's world, must become the central priority of global development. A potential tool for maintaining and advancing the quality of personnel available to modern enterprises is human-centered management. The aim of this study is to provide a theoretical and methodological substantiation of proposals for incorporating human-centered management into the HR management strategies of organizations.

The study explores the concept of human-centrism as a contemporary humanistic paradigm that shapes approaches to personnel management amid economic, social, and cultural transformations. A three-stage model for integrating human-centrism into management processes is proposed, ranging from meeting employees' basic needs to their full-fledged involvement in strategic planning. The research examines the economic expectations of young people after the conclusion of the war in Ukraine and their strategic visions for their economic future (specifically in the context of employment). The article highlights the importance of state-level and private-sector support for processes aimed at developing a qualified talent pool, establishing coherent communication mechanisms, stimulating innovation, and creating favourable conditions for harmonizing employees' work and personal lives.

The findings demonstrate that a human-centered approach to HR management can foster workforces characterized by high levels of motivation, loyalty, and professional efficiency, which are critical components in shaping a positive organizational image in the labour market.

Keywords: human-centered, human-centered management, scientific research methodology, HR management, personnel management, strategy, strategic management.

Problem description. At the core of the concept of sustainable development, which has become a guiding framework for modernizing and transforming public policies and restructuring socio-economic systems in many countries worldwide, lies the human being as a fundamental component of society and their capacity to live and meet their needs in the world of the future. The aggressively capitalist model of economic development, where the primary objective of enterprises was to generate profit at any cost, has proven ineffective in the long term, as evidenced by environmental indicators and, in some cases, global social metrics. Consequently, both in academic and applied fields, there is a growing consensus on the need to transition to socially-oriented management practices at both micro and macro levels.

Preserving human capital amidst the uncertainties and risks that saturate the modern world must become a central priority of global development. In Ukraine, in particular, the recognition of the importance of intellectual capital and human resources for national economic security gained renewed urgency in 2022 following the rapid depletion of human capital due to the onset of full-scale military actions on its territory. Despite financial assistance and partial restoration of infrastructure and material business assets, recovering the lost human resources remains unfeasible at present.

Human-centered management can serve as a tool for preserving and enhancing the quality of the existing workforce to meet the needs of contemporary enterprises. However, implementing this approach on a practical level requires robust theoretical and methodological support, as Ukrainian business managers lack the luxury of time to experiment with various scenarios and make corrections in case of failure.

The relevance of this study is further underscored by the fact that human-centered management has already been widely adopted in the business sectors of several developed and economically powerful countries. The socio-economic approach to management is often referred to as the management model of the future [1]. For instance, in 2015, Sweden began experimenting with a six-hour workday aimed at increasing productivity and "making people happier"—an initiative fully aligned with the concept of human-centered management. Similarly, several European countries, including the Netherlands and Denmark, have moved toward reducing the length of workdays and workweeks to help employees achieve a better balance between work and leisure.

Evidently, this shift has not undermined the European economy; rather, migration trends toward European countries affirm the validity of adopting such a management model. This approach secures strategic competitive advantages for European companies by fostering intellectual potential and attracting talent.

Literature review. The conceptual foundations of the theory and methodology for studying the feasibility of implementing human-centered management have been developed by both foreign and Ukrainian scholars and presented in various publications [2-12]. It is worth noting that research on human centrism is initiated across various fields of knowledge, yet its findings are fully applicable to addressing problems in management science.



For instance, V.H. Kremen studies the philosophy of human centrism within the framework of contemporary values [2], while A. Ilchenko and B. Pyvovar examine human centrism and humanism within the context of the principles and scientific achievements of modern pedagogy, particularly as characteristic features of Vasyl Sukhomlynsky's pedagogical legacy [3]. O.V. Hladka specifies the prerequisites for implementing the administrative and legal doctrine of human centrism [4], employing it to address legal issues. Similarly, H.A. Dmytrenko and N.V. Holovach, in their article "The Human-Centered Essence of Economic Development" [5], outline the potential for embedding human needs as the foundational basis of economic processes.

From the perspective of psychology and organizational management, L. Tkachuk and M. Tkachuk explore human centrism by attempting to expand the boundaries of the theory of humanizing the management of educational institutions amidst the modernization of Ukraine's national education system through a human-centered approach [6]. Y.M. Ryabenko examines human centrism as an element of the motivation system for teaching staff in the management of higher education [7], and this publication serving as a theoretical foundation for the vectors of scientific inquiry initiated within this article.

Foreign researchers investigate the potential of applying human-centered approaches in talent management [8], facilitating organizational change management processes [9], managing the development of business entities [10], as a managerial tool for companies to navigate periods of economic turbulence [11], and addressing the initial trends associated with the spread of Industry 5.0 [12].

The distinctive feature of this study is its focus on the role of human centrism and its advantages specifically for organizing and implementing personnel management processes, independent of other scientific domains beyond the theory of management.

Highlighting previously unresolved parts of the overall problem. A key theoretical and methodological challenge in implementing human-centered management in modern organizations lies in developing a mechanism for designing and executing business development strategies that account for the interests and needs of employees. Significant difficulties also arise in transforming company objectives and decision-making processes to embed a social context. Resistance from business owners and certain categories of stakeholders, who are profit-oriented, is evident, especially when it comes to the need for expenses to ensure the functionality of a human-centered management system.

Given these challenges, it is proposed to begin integrating the philosophy of human centrism into the management process through the domain of HR management. This can involve gradually testing the applicability of its principles and tenets in other functional areas of organizational management.

Research aim and objectives. The purpose of the study is to provide theoretical and methodological justification for proposals regarding the possibilities of introducing human-centered management into the HR management strategy of organizations.

Methods and methodology. In the research process, the method of content analysis of scientific literature was used to establish existing theoretical and methodological approaches to human-centered management in the management of

organizations. The questionnaire method was used, in which 105 respondents participated, and with the help of which it was possible to establish the economic expectations of young people after the end of the war in Ukraine and outline the strategic visions of young people for their own economic future (in the context of employment). Based on the information obtained, using the generalization method, proposals were developed for the introduction of human-centered management into the HR management strategy of organizations.

Results and discussions. In today's era of humanization and democratization of societal relations, the application of a humanistic paradigm in management, known as the human-centered approach, has become increasingly relevant. Human-centrism embodies the actualization of humanistic tendencies in the modern era, departing from rationalized pragmatic imperatives [7, p. 33]. Drawing on the scholarly works of literary critic A. Kuzmych, Tkachuk L., and Tkachuk M. argue that human-centrism should be understood as a modern worldview paradigm centered on promoting humanity as the core of the universe [6, p. 44].

Hladka O.V. emphasizes that «the formation of human-centrism as an anthropological paradigm of European integration policy began with the theories of utility (Jevons) and theories of optimal satisfaction of needs (Menger), in the form of «preferences» and goals of humanism and anthropologism. The model of «anthropological foundations of society» can be traced in marginalist theories of 'maximum utility' (Hicks, Samuelson, Fisher, Davenport), which sought to eliminate any psychological implications from economic science – now replaced by the concept of preference or choice» [4, p. 66].

At the core of human-centric theory, across various fields of applied use – law, public administration, education, organizational management, philosophy, pedagogy, and others – lie the principles of humanism, humanity, high morality, respect for human dignity, intellectual and spiritual growth, and the holistic development of the individual [3, p. 102].

The socio-economic approach to management exhibits traits of human-centrism and is grounded in several concepts that fundamentally diverge from traditional economic and managerial beliefs about effective and profitable organizations. The first of these concepts is the belief that human potential serves as a sustainable source of added value in the workplace [1]. John Conbere and Alla Georgiadis, proponents of the socio-economic approach to management (SEAM), formalized by the French school of organizational development, note that SEAM is based on the premise that the development of human potential is the primary source of added value in organizations. This premise challenges neoclassical economic theory, which emphasizes the role of capital in generating added value, as well as Marxist economic theory, which identifies labour as the source of added value. According to SEAM theory, the way to increase organizational profit is to invest in people and develop their potential. As teams develop, they become more engaged and invested in contributing to the organization's well-being. All individuals possess potential, and when placed in the right roles, they add value to the organization [1].



Dmytrenko H.A. and Holovach N.V. highlight that the well-known economic success stories of Singapore and Japan (the so-called «economic miracles») can be attributed to their ability to harness the human potential of their populations in the interest of society and the individuals themselves [5]. The scientific foundations of human-centered management, applicable to the economic development of individual enterprises or entire nations, are rooted in endogenous growth theory, which posits that «investments in human capital, innovation, and knowledge significantly contribute to economic growth» [5].

The essence of humanistic human resource management based on the human-centered approach lies in viewing people as competitive capital that requires humane treatment of each team member as an individual. This approach emphasizes their development, motivational stimulation, and necessitates the continuous improvement of organizational management competencies – from a deep understanding of personnel to the adoption of creative managerial decisions [6, p. 47].

Strategic guidelines for personnel management, grounded in the conceptual foundations of human-centrism, must take into account the economic attitudes of young people, who represent a promising talent pool for business and public administration sectors, as well as an intellectual reserve for the future functioning and development of these domains.

«Human-centrism, without the direct involvement of the individual in the process, will not yield fruitful results» [4, p. 69]. In 2022, an analytical study on the economic behaviour of youth was conducted, involving 105 respondents aged 17 to 35. Participants shared their views on the future of Ukraine's economy post-war and expressed their vision of their own economic prospects (see Figures 1, 2). The findings demonstrated that young people believe in the potential for Ukraine's economic recovery and are willing to contribute to this process. However, approximately one-third of respondents exhibited a lower level of optimism, predicting a prolonged economic downturn. A significant 68.9% of respondents expressed their willingness to stay in Ukraine and serve as the human capital essential for its sustainable development.

It is crucial, at the level of state governance, to foster these aspirations through financial support for education and the social sphere, while avoiding policies and reforms that could inadvertently encourage youth migration abroad.

At the level of business entities, as of early 2025, managerial challenges include addressing the talent shortage, retaining professionals within company structures, attracting young talent to teams, and revitalizing internal processes for staff training and development. These efforts should aim to balance the needs of business structures with the interests of their employees.

The principles of human-centered management align closely with these objectives and can help create a workplace environment that employees will be reluctant to leave. Such workplaces will inspire positive word-of-mouth, enhancing employer branding and reputation in the labour market.

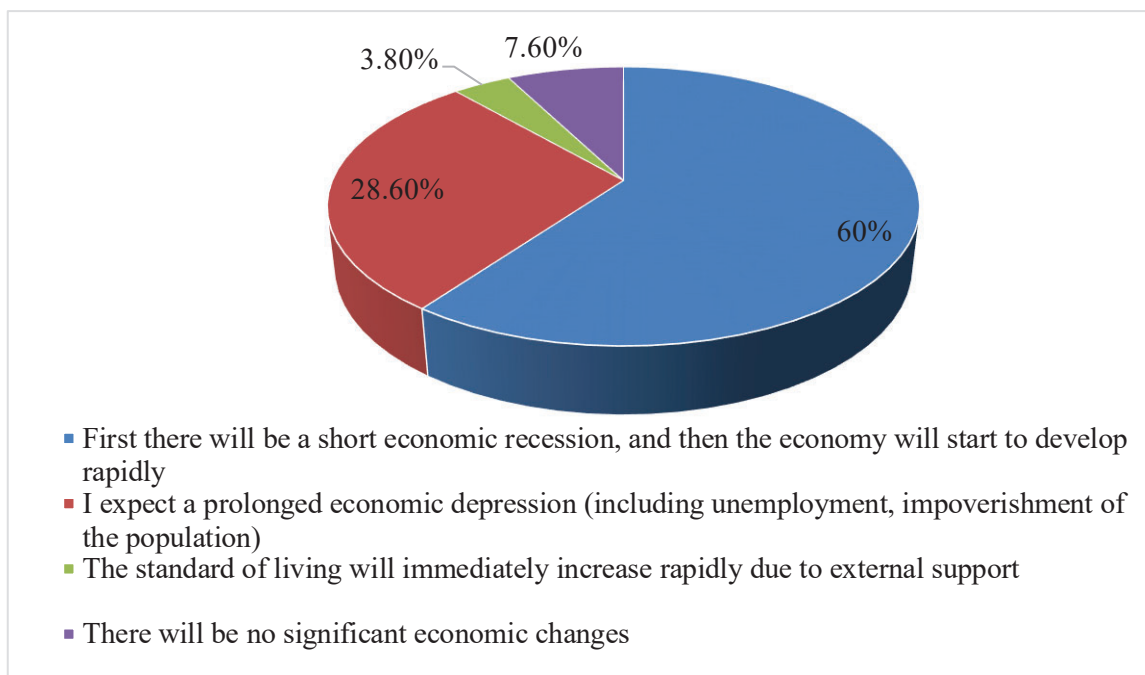


Fig.1. Economic expectations of young people after the end of the war in Ukraine



Fig.2. Young people's strategic vision of the economic future (in the context of employment)

The economic development model based on the concept of human-centrism proposed by H.A. Dmytrenko and N.V. Holovach includes several key elements: qualitative assessment of professional and personal qualities of employees or job candidates, selection of personnel based on the evaluation of job-relevant attributes,



continuous professional education grounded in a competency-based approach, application of advanced management and labour organization methods, and the cultivation of a target-oriented management culture [5]. The implementation of the first two elements is primarily the responsibility of the HR management department. However, the successful integration of the remaining elements into management processes requires additional involvement from top management or even external stakeholders, such as educational institutions, outsourcing companies, consulting agencies, and recruiting firms.

At the center of a human-centered management structure should be the HR management department, whose employees serve as motivators, initiators, and the first implementers of high-quality changes to calibrate HR processes to align with the needs and interests of employees. Naturally, the ideology of human-centered management should also be supported at the macro level, particularly through state policies in the employment sector. L. Tkachuk and M. Tkachuk summarize the main characteristics of the humanistic approach to managing educational institutions. These principles can also inform strategies for managing organizations and businesses across various economic activities on the basis of human-centered HR management. Key aspects include: building managerial relationships between leaders and subordinates on a partnership basis (constructive interaction between organizational leaders and team members; equality in communication); recognizing and respecting the unique individuality of each team member; creating conditions that enable subordinates to realize their creative potential and self-management (self-analysis, self-organization, and self-regulation) in their professional activities and personal development; and fostering an atmosphere of humanistic relationships and collective collaboration among team members and stakeholders [6, p. 45].

The HR management strategy of an organization represents a forward-looking plan to achieve its long-term economic, social, and other objectives through mechanisms for optimal planning, allocation, and utilization of its human resources, as well as through motivation, effective personnel management, and the renewal and enhancement of intellectual capital. This is achieved by implementing training and development initiatives for employees and attracting new talent to both management and operational teams. Figure 3 illustrates the foundational opportunities for integrating human-centered management into an organization's HR management strategy.

From a methodological perspective, three stages are proposed for implementing human-centered management, which should be reflected in an organization's HR management strategy during its transition to socially-oriented management.

Initial stage: this stage establishes a minimum (low) level of human-centrism in personnel management. Key considerations include addressing employees' basic needs, such as ensuring workplace safety, providing a secure and ergonomic working environment to preserve health and well-being, and meeting employees' material interests. The latter is realized through fair remuneration, mandatory bonuses for professional achievements (e.g., supplementary pay for academic degrees and titles in higher education institutions), and performance-based awards (e.g., bonuses for high rankings in academic performance for academic staff in universities).

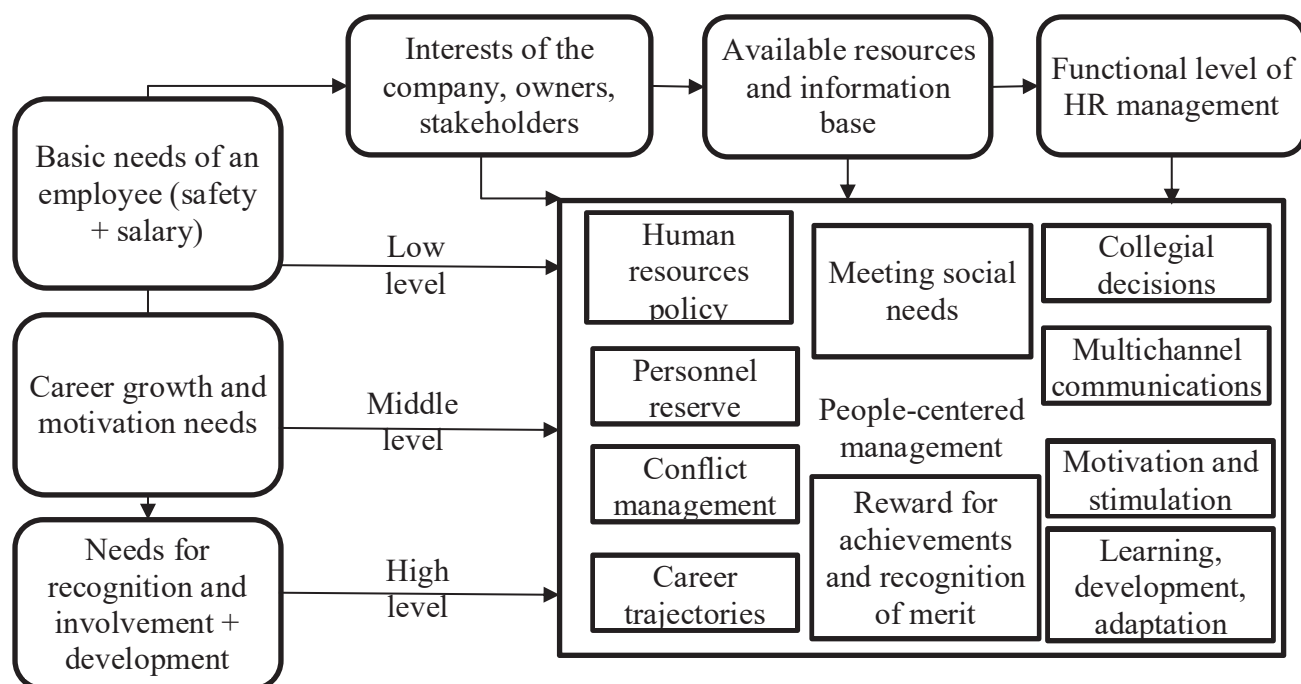


Fig. 3. Possibilities of introducing human-centered management into the HR management strategy of organizations

At the second stage, the organization's management considers employees' needs for career growth and their aspirations to enhance their status within the team based on their level of mastery, expertise, authority, and professionalism. Mechanisms for additional stimulation and motivation are introduced, such as rewards for exceeding KPIs, completing certifications, or acquiring additional education. At this stage, HR management departments develop individualized career trajectories tailored to employees' existing levels of knowledge, qualifications, experience, education, personal qualities, tenure within the organization, and feedback from colleagues and direct supervisors. These trajectories outline a plan for acquiring new knowledge, skills, and competencies required for more responsible and strategically significant roles within the organization.

By the end of the third stage, assuming its successful implementation, a high level of human-centrism in personnel management is achieved. This stage involves addressing employees' needs for recognition by the organization's leadership of their contributions to achieving its mission and strategic goals. At this stage, guaranteed involvement of personnel in the decision-making process, discussions on the company's long-term development strategy, and the use of tools for individual professional and personal growth become standard practices. These measures are designed to ensure the highest level of employee loyalty to the organization while simultaneously satisfying their professional, social, and personal needs. A key indicator of success at this stage is employees' ability to achieve a work-life balance.

The speed of qualitative changes during the transition to human-centered management, as well as the duration of each stage, depends on the interests of the



company, its owners, top management, and other stakeholders, as well as on the resources and informational-communicative infrastructure available within the organization. These resources facilitate the communication of new rules and approaches in HR management systems to the workforce. The functional level of the HR management system within the organization also plays a crucial role. Weak resource and methodological foundations, a small number of specialists involved in implementing changes, or insufficient professional and psychological training among these specialists can significantly complicate and prolong the organization's transition through each stage of integrating human-centered management into its overall management system.

Indicators of success and characteristics of the effectiveness of implementing human-centered management include the existence and transparency of the company's HR policies, the creation of a professionally trained talent pool within the organization, well-coordinated mechanisms for conflict management, individualized career development plans for each employee, an effective system for collegial decision-making, continuous multi-channel communication systems, an effective system of motivation and incentives for both collective and individual achievements, and well-established mechanisms for on-the-job training, development, and adaptation (with the possibility of off-site training if necessary). Additionally, practices for meeting employees' social needs and a consistently functioning system of rewards for achievements and contributions are critical.

Emotional engagement in work is one of the most important prerequisites for success in shaping a harmoniously developed individual [3, p.104], an employee of the company, and its human capital. Human-centered management fosters positive emotions within the workforce or project teams as they perform their professional duties. When this approach is effectively applied, every employee will not only understand their role and responsibilities in a specific business process but also recognize the significance of their actions for the strategic development of the organization. Consequently, any work will be acknowledged and rewarded in proportion to the effort and time invested.

The human-centered approach to personnel management is based on the recognition of the individual as a whole. It involves providing management with a coordinating and motivational character, unlocking each employee's inner potential in the context of the «triumph of personality» (Gordon Dryden), creating conditions for self-development and self-actualization, assisting in addressing professional challenges, and enhancing qualifications [6, p.46].

Human-centrism should become the foundation for building a new model in our country – a model where the individual recognizes the legal framework as one that ensures their life is prosperous and orderly [4, p.72]. The active implementation of this approach in management systems should begin with individual organizations and companies, particularly those of strategic importance to national security or critical infrastructure.

The methodology of scientific research into the feasibility of implementing human-centered management within HR management strategies is primarily based on the philosophical principles of this concept, which place the individual and their needs

at the center of the universe. On an applied level, within the functioning of socio-economic systems, an economically justified human-centrism requires establishing correlations and causal relationships between meeting employees' needs and achieving the company's strategic goals. This is particularly critical for reducing the time and material resources required to achieve these goals by improving labour productivity and increasing intellectual capital.

Conclusions and prospects for further research. The conducted study of the theoretical foundations and methodology of scientific research on the possibilities of implementing human-centered management in the HR management strategy of organizations has led to the following conclusions:

1. The aggressively capitalist model of economic development, where the primary goal of business entities was profit generation at any cost, has proven ineffective in the long-term perspective, as evidenced by ecological indicators and, in some cases, global social metrics. Preserving human capital in the face of uncertainty and risks that saturate the modern world must become the primary priority for sustainable global development. Human-centered management can serve as a tool for preserving and evolving the necessary quality state of the personnel available within companies to meet the demands of contemporary entrepreneurship. An analytical study of the economic behaviour of youth, involving 105 respondents aged 17 to 35, showed that young people exhibit optimism and a willingness to participate in the post-war economic development of Ukraine. At the same time, measures at the levels of public administration and business are required to combine support for the educational sector, creation of favourable conditions for employment, encouragement of innovation, and ensuring a balance between work and personal life for all categories of workers in order to retain human capital.

2. The HR management strategy of organizations is a forward-looking plan to achieve their long-term economic, social, and other goals through the functioning of mechanisms for optimal planning, distribution, and utilization of human resources, motivation, and optimal personnel management. This includes renewing and enhancing intellectual capital through the implementation of systems for employee training and development, as well as attracting new talent to management and executive teams. The human-centered approach fosters the formation of a harmonious work environment that ensures emotional satisfaction for employees, the development of their potential, motivation, and professional efficiency. This creates conditions for achieving the organization's strategic goals by increasing labour productivity and growing intellectual capital.

3. For the successful implementation of human-centered management in modern organizations, a three-stage model is proposed. This model involves, at various stages, satisfying employees' basic needs, stimulating their career growth, and actively involving staff in strategic planning and decision-making processes. These actions help achieve a balance between professional and personal interests.

Future research prospects lie in the development of active and passive HR management strategies for organizations, based on the postulates and values of human-centered management. Additionally, further research should explore the possibilities of



formalizing the concept of human-centered management within the personnel policies of modern companies and public administration and governance bodies.

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