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DIGITAL TRANSFORMATION OF HUMAN CAPITAL MANAGEMENT: ENHANCING SOCIAL MOBILITY IN THE DIGITAL ECONOMY

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Abstract. The article focuses on the impact of digital transformation on social mobility and human capital development in the context of the digital economy and labor market transformations. The research aims to systematize modern approaches to digital social mobility, define its types and influencing factors, substantiate the role of human capital in ensuring the professional growth of employees, as well as analyze the practices of digitizing learning and career development processes in human capital management. The research utilizes general scientific methods, systemic and comparative analysis methods, generalization, graphical modeling, and case analysis of international companies.

The result of the research was the definition of the categorical apparatus of digital mobility, the development of a classification of its types — digital social, professional, educational, and economic mobility, the identification of factors influencing social mobility in the digital environment, as well as an analysis of labor market transformation under the influence of digital technologies. Best practices of applying digital platforms and reengineering business processes in employee training and career management were generalized. Recommendations for implementing digital tools to enhance the effectiveness of human capital development were formed.

The scientific novelty of the research lies in the deepening of the theoretical and methodological foundations of digital social mobility, improving the classification of its types, and developing a conceptual model of reengineering the processes of learning and career development in the context of digital transformation. The practical significance of the results lies in the possibility of applying the proposed approaches to developing HR strategies for digital transformation, increasing employee mobility, and forming competitive human capital in the modern labor market.

Keywords*:* Digital Transformation, Human Capital Management, Digital Mobility, Social Mobility, Labor Market, Employment, HR Process Automation, Change Management, Human Resource Management.

JEL Classification: M12, M15, O33, M54

1. INTRODUCTION

The modern labor market is undergoing significant changes due to globalization, digitalization, and the development of new technologies. One of the key factors for adapting to these changes is social mobility, which determines the ability of workers to change their professional status, enhance qualifications, and integrate into new areas of activity. A high level of social mobility promotes the effective distribution of labor resources, reduces unemployment levels, and increases the competitiveness of specialists in the global labor market.

Human capital development is an essential tool for ensuring professional growth, as workers' knowledge, skills, and competencies form the foundation for economic development. In this context, employee training becomes strategically important because continuous qualification enhancement is necessary for career advancement and maintain competitive advantages. At the same time, digital technologies open new opportunities for human capital development, allowing workers to access educational resources, analytical tools, and career opportunities regardless of location.

Moreover, transforming business processes in human resource management involves actively implementing digital platforms for learning, social mobility control, and career management. Optimizing these processes improves decision-making efficiency, better interaction between employees and employers, and the development of flexible employment models.

Contemporary research in social mobility, human capital development, and the use of digital technologies in human resource management reflects significant changes amid digital transformation. These changes affect human resource management, social interaction, and professional mobility.

In the current context of the digital transformation of the economy and society, the relationship between social mobility, human capital development, and the implementation of digital technologies in human resource management is becoming increasingly relevant. An analysis of scientific literature indicates a growing interest in this topic. Researchers such as Ruparel et al. (2023), Sánchez-Canut et al. (2023), Luo et al. (2020), Karaca-Atik et al. (2023), and Guraya et al. (2021) highlight the transformation of traditional social mobility mechanisms under the influence of the digital economy and the growing importance of professional competencies in ensuring upward social mobility. Most studies show that digital platforms and social media promote professional development by facilitating access to education, improving digital competence, and supporting professional networks. In contrast, other studies highlight challenges in ensuring equal access and participation.

Social mobility in the context of professional development in the digital economy is an essential aspect of the modern labor market. Digitalization significantly impacts professional mobility by creating new opportunities and challenges for workers. Digital skills have become a fundamental requirement for most professions, and they are crucial factors for employment and career growth (Sánchez-Canut et al., 2023; Luo et al., 2020). Digitalization fosters new forms of employment, such as remote work and digital nomadism, which expand opportunities for professional development (Ruparel et al., 2023; Sánchez-Canut et al., 2023). The development of online education greatly enhances professional mobility by providing access to knowledge and skills necessary for career growth (Guraya et al., 2021; Sánchez-Canut et al., 2023). However, there is a risk of digital inequality related to limited access to technologies and differences in qualifications among various social groups (Sánchez-Canut et al., 2023; Karaca-Atik et al., 2023). The need for continuous updates of digital skills and adaptation to new work formats represents a significant challenge for workers (Sánchez-Canut et al., 2023). Improving workers' digital literacy and building a digital culture is important (Ruparel et al., 2023). The development of policies regulating the use of digital technologies, focusing on ethics and security, is essential to support professional mobility (Ruparel et al., 2023). While the digital economy offers new opportunities for professional development, it also poses challenges related to digital inequality and the need for continuous skill upgrading. Increasing digital literacy and developing relevant policies can enhance social mobility in the context of digital transformation.

The issue of human capital development in the digital economy has been studied by Kolot et al. (2023), Sima et al. (2020), Singh et al. (2021), Silva et al. (2022), Adiazmil et al. (2024), and Okpalaoka (2023). Digitalization and automation are transforming workplaces, requiring new skills and approaches to human resource management. They lead to changes in professions and job profiles, demanding new forms of employment and increasing the role of the platform economy (Sima et al., 2020; Silva et al., 2022). In the context of Industry 4.0, cognitive skills are considered the most important, followed by emotional and behavioral skills (Singh et al., 2021; Kolot et al., 2023). Digital technologies are changing human resource management approaches, including recruitment, training, and leadership development

(Silva et al., 2022; Adiazmil et al., 2024). Major challenges include resistance to change, technological uncertainty, and difficulty forecasting skill needs (Adiazmil et al., 2024). Digital technologies, such as artificial intelligence and the Internet of Things, can significantly enhance productivity and innovation if properly integrated into human capital development strategies (Sima et al., 2020; Okpalaoka, 2023). Developing human capital in the digital economy requires adaptation to new technologies and skills, which is critical to maintaining competitiveness (Kolot et al., 2023). It is essential to focus on developing cognitive, emotional, and behavioral skills and integrating digital technologies into human resource management strategies.

The implementation of digital technologies in HR processes, using Learning Management Systems (LMS) and data analytics for HR decision-making, have become central topics in recent scientific works. Studies by Nicolás-Agustín et al. (2021), Bansal et al. (2023), and Amalia (2024) indicate that the digital transformation of human resource management (HRM) is crucial for achieving organizational strategic goals, improving efficiency, and enhancing competitiveness. However, it requires strategic alignment, development of digital skills, innovative approaches, and overcoming challenges related to integrating digital technologies. Digital transformation in HRM allows organizations to adapt to rapid technological changes, integrating digital technologies into all aspects of human resource management, which increases efficiency, reduces costs, and improves HR service quality (Nicolás-Agustín et al., 2021; Bansal et al., 2023).

For successful digital transformation, strategic alignment of HR practices with organizational goals is essential, including practices that foster innovation in employee behavior, such as remote work, teamwork, and employee engagement (Nicolás-Agustín et al., 2021; Bansal et al., 2023). HCM plays a key role in implementing digital transformation, helping organizations achieve strategic goals, including developing employees' digital skills and integrating digital technologies into HR processes (Amalia, 2024). However, digital transformation in HRM faces several challenges, such as the lack of strategic planning and systematic training in digital skills. Nevertheless, it also opens new opportunities for organizations to improve competitiveness and economic efficiency (Amalia, 2024). The digital transformation of HRM is critically important for modern organizations as it allows them to adapt to rapid technological changes and enhance their competitiveness. Implementing strategically aligned HR practices and developing digital skills among employees are key success factors in this process.

At the same time, the comprehensive impact of digital technologies on social mobility and the development of human capital in organizations remains underexplored. Further research is needed to examine the mechanisms ensuring the effective interaction of these components within the context of business digital transformation.

The scientific novelty of the study lies in the generalization of theoretical approaches to social mobility in the context of digital changes, the development of a classification of digital tools for human capital development, and the formation of recommendations for optimizing business processes in employee training and career growth. The practical significance of the results lies in the possibility of using the recommendations for developing digital transformation strategies in human resource management, implementing effective training programs, and improving the control of social mobility among employees. The research contributes to expanding employees' ability to adapt to the changing labor market and enhancing their competitiveness in the digital economy.

2. LITERATURE REVIEW

In the digital society, social mobility refers to changes in the social status of individuals or groups, which technological innovations and digital platforms may cause. Social mobility is traditionally understood as the change in an individual or group's social status (Fehr et al., 2024; Shpektorenko, 2024). In the digital society, this concept may include changes driven by the impact of digital technologies on the economic, social, and cultural aspects of life (Brändle et al., 2024; Wang et al., 2022; Zang et al., 2022).

Changes in economic status, which may be caused by access to new labor markets through digital platforms or the development of new forms of employment, such as freelancing or remote work (Alyavina et al., 2022; Butler et al., 2021; Kolot & Herasymenko, 2020b). Changes in cultural status or identity, which may occur through access to global cultural resources and communities via the Internet (Wang et al., 2022). Changes associated with access to new technologies, which can influence social status through skill enhancement or changes in professional activities (Wang et al., 2022). Thus, social mobility in the digital society encompasses various changes in social status, which may be driven by the impact of digital technologies, including economic, cultural, and technological mobility, reflecting the complexity and multidimensionality of contemporary society.

Social mobility in the digital society is a complex and multifaceted phenomenon, determined by the ability of individuals to change their social status and access resources and opportunities through technologies, particularly digital platforms and the Internet. Given the rapid changes in technological and economic conditions, social mobility has acquired new forms and opportunities. Theoretical approaches to social mobility in the digital society are summarized in Fig. 1.

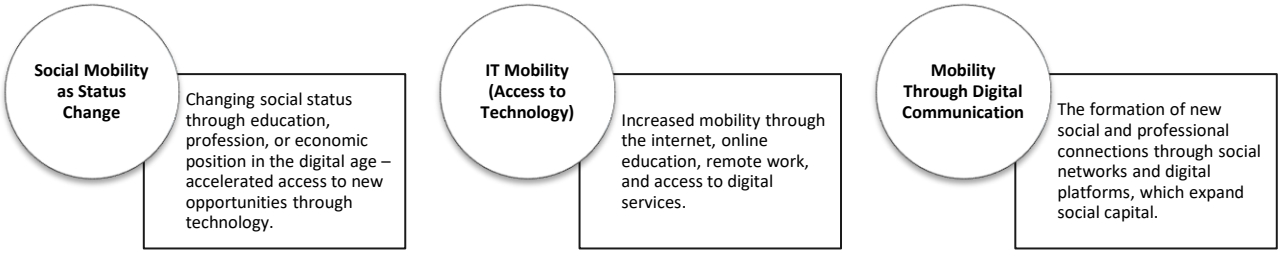

Fig. 1. Theoretical Approaches to Social Mobility in the Digital Society

Source: developed by the author based on (Alyavina et al., 2022; Brändle et al., 2024; Butler et al., 2021; Kolot & Herasymenko, 2020a, 2020b; Wang et al., 2022; Zang et al., 2022)

In traditional social sciences, social mobility has been defined as the movement of individuals between different social strata based on economic status, education, or professional activity. This process has acquired new dimensions in the digital society due to digital technologies, which allow for faster changes in professional status and access to social resources. Mobility through Access to Information Technology – this approach emphasizes the role of technology, particularly the Internet, in providing new opportunities for career growth, social integration, and access to education and health services. Through the Internet, individuals can alter their economic and social status, for example, by engaging in online education or remote work, thereby broadening their professional mobility. Mobility as a Result of Digital Communication – this concept focuses on how social media and other digital platforms facilitate individual interaction, creating new social and professional connections. These platforms allow individuals to build and expand their social capital, offering collaboration, networking, and career advancement opportunities. These theoretical approaches demonstrate social mobility's complexity and multidimensional nature in digital society. The digital environment impacts individuals' economic and professional status and reshapes how people interact, collaborate, and develop new skills, ultimately influencing social mobility in various ways.

Social mobility and the labor market are crucial aspects of economic development that impact employment opportunities and economic outcomes for various population groups. Digitalization and automation of processes significantly alter how business is conducted, work is organized, and life is structured, creating significant challenges for the labor market. The impact of digitalization on the economy and society requires adaptation from all stakeholders, including governments, companies, and individuals (Vasilescu et al., 2020). Research indicates that the digital divide may create vulnerable groups with low digital skills, fearing job loss due to automation (Vasilescu et al., 2020). Digital skills play a key role in social mobility, especially among youth. There is a gap between the digital skills required in the labor market and the actual skills of young people, which necessitates initiatives to

improve these skills and stimulate digital transformation (Peláez et al., 2020). The digital economy fosters the emergence of new forms of employment characterized by instability and the absence of traditional labor relations, weakening labor and social rights for "digital workers" and increased social control through online assessment systems (Chen et al., 2020). These changes can influence social mobility as workers become more individualized and atomized. Thus, digital transformation significantly impacts the labor market and social mobility, creating challenges and opportunities. Improving digital skills and adapting to new forms of employment are key factors in ensuring successful integration into the digital economy.

Digital transformation significantly affects the labor market and social mobility, particularly in Ukraine. This process changes employment structure, worker skill requirements, and social mobility opportunities. The relationship between social mobility and the labor market in digital transformation is extremely important, especially in the modern Ukrainian context. Digital changes impact the labor market, transforming employment characteristics and social relations, which requires adaptation to new conditions and challenges. Digitalization promotes the emergence of new forms of employment, such as remote work and the platform economy, which provide greater mobility for workers (Kolot et al., 2023; Kolot & Herasymenko, 2020a, 2020b). The growing demand for digital competencies has become a fundamental requirement for most professions, emphasizing the importance of continuous learning and adaptation to new work formats (Kolot et al., 2022). In this context, digitalization and the COVID-19 pandemic have become major factors stimulating the demand for digital technologies, which, in turn, led to the emergence of new forms of employment, particularly remote work and episodic labor relations (Kolot & Herasymenko, 2020b; Zaloznova et al., 2020). Furthermore, digitalization has also changed traditional labor relations, replacing them with more flexible, individualized forms characteristic of remote work. These changes may lead to risks, such as tax evasion and reduced funding for social functions of the state, as new forms of employment often do not provide traditional social guarantees (Kolot & Herasymenko, 2020b). At the same time, the COVID-19 pandemic, war, and digitalization have changed the requirements for competencies in human resource management, requiring adaptation of HR practices in Ukraine to ensure effective management of personnel in the face of rapid changes (Kolot et al., 2022; Kravchuk et al., 2021).

Digitalization can lead to significant changes in the labor market, including increased unemployment due to job automation and higher demands for employee qualifications, which complicates employment for various age groups (Kravchuk et al., 2022). At the same time, digital transformation opens new opportunities for economic growth and creates a range of risks, including digital inequality and manipulation of personal data (Spivakovskyy et al., 2021). Specifically, unequal access to digital technologies may increase social inequality (Hrytsenko & Burlai, 2020).

The digitalization of the labor market creates a "digital divide," leading to unequal access to technology and social benefits. This situation underscores the need for national policies that address social risks by ensuring equal access to digital resources for all social groups. (Kravchuk et al., 2022).

Digitalization significantly impacts social mobility, creating both new opportunities and challenges. Digital technologies can promote social mobility by providing access to new forms of employment and educational platforms, allowing people from different social groups to obtain opportunities for career growth. However, there are significant limitations due to digital inequality, as not everyone has equal access to technology (Kolot et al., 2023; Kolot & Herasymenko, 2020a, 2020b). Digitalization can reduce the impact of social origin on career choice, providing equal opportunities for career development; however, these changes may also perpetuate inequalities as access to modern technologies and relevant resources remains limited for many population groups (Gudzenko, 2022).

International labor mobility helps reduce unemployment and labor shortages, positively impacting the economy; however, this process can also lead to an uneven distribution of benefits and costs, which, in turn, affects the social rights of citizens (Chekotun, 2024). External labor migration from Ukraine acts as a social elevator for certain individuals, allowing them to increase their social status. However, this

creates significant challenges for the country's economic development as the number of working-age people within the state decreases. One of the main factors driving labor migration is the wage disparity between Ukraine and destination countries (Libanova, 2019). While international labor mobility reduces unemployment and helps address labor shortages, it can lead to uneven benefits and costs, creating new social challenges, particularly concerning social rights and worker protection (Bohush, 2025).

The digital transformation of the labor market in Ukraine creates new opportunities for social mobility by providing access to global labor markets, education, and new professions. These changes present challenges, especially the risk of social inequality caused by unequal access to digital resources and the necessity of acquiring new digital skills. To ensure successful adaptation, developing strategies that reduce social risks, guarantee equal access to technology, and enhance the population's digital competence is crucial. Effective management of these processes is critical to ensuring Ukraine's stable economic and social development.

In this context, it is also important to consider the role of human capital as one of the main factors of economic growth, as the development of this resource is closely linked to successful digital transformation. However, its development is currently hindered by low investment, migration, insufficient funding for education and science, and the impact of war, requiring the reform of state policies to improve its preservation and development conditions. Human capital in Ukraine is a combination of knowledge, skills, experience, health, and social connections that contribute to economic growth and are a key factor in forming a competitive economy (Halushka, 2024). The war in Ukraine creates significant risks for preserving human capital, including the loss of qualified personnel due to migration and the destruction of infrastructure (Hapieieva, 2023; Luhova & Borys, 2024). Post-war reconstruction requires comprehensive state policies for restoring human capital (Luhova & Borys, 2024). Significant migration and “brain drain” threaten the long-term development of the country's intellectual potential, highlighting the need to create conditions for the return of migrants and the involvement of youth in the recovery process (Luhova & Borys, 2024).

Human capital is critical to Ukraine's economic growth, especially in the face of current challenges. Its effective development requires state policy reforms to improve education, health, and social integration. War and post-war reconstruction require special attention to preserving and restoring human capital, the foundation for the country's sustainable development.

Thus, human capital is one of the most important factors determining opportunities for social mobility in the context of the digital economy. In the context of digital transformations, changes in the labor market, particularly automation and technological innovations, significantly impact the requirements for workers' skills and qualifications. The interconnection of these components creates a comprehensive picture of modern human resource management, where digital technologies serve as a tool for enhancing social mobility and human capital development. Implementing digital solutions allows for creating personalized development trajectories for employees, ensuring equal opportunities for career growth and improving talent management efficiency.

3. RESEARCH OBJECTIVE, METHODOLOGY AND DATA

Research Objective. This research aims to analyze the impact of digital technologies on social mobility and the development of human capital, as well as to identify key strategies for optimizing employee learning processes and career development. The following tasks must be addressed to achieve the stated objective:

- Systematize the Approaches to Defining Social Mobility and Its Types in the Digital Society. This task involves reviewing and categorizing the various forms of social mobility in the context of the digital age, exploring how digital technologies influence movement across social classes, and expanding career opportunities.

- Explore the Interrelationship Between Social Mobility and the Labor Market in the Context of Digital Transformation. This task focuses on understanding the effects of digital transformation on employment patterns, the types of occupations that emerge, and how these changes influence overall social mobility within the labor market.
- Define the Role of Human Capital in Ensuring Social Mobility in the Digital Economy. The research will investigate the critical role that human capital, including knowledge, skills, and competencies, plays in fostering social mobility and adapting to new employment opportunities in the digital economy.
- Assess the Impact of Digital Technologies on Social Mobility and Employee Learning Processes. This task aims to evaluate how digital technologies facilitate or hinder social mobility by providing access to education, career development tools, and job markets and how they influence employee learning and skill acquisition.
- Analyze Approaches to HRM Business Process Reengineering for Optimizing Learning and Career Growth. The research will examine how business process reengineering can optimize the management of learning and career growth, focusing on integrating digital tools, automation, and adaptive learning methods.
- Review Practical Cases of Implementing Digital Solutions in Learning and Career Management Systems. This task will include case studies of successful implementation of digital solutions in organizations' learning and career management systems, assessing the effectiveness of digital platforms, AI-driven tools, and career mobility programs.

These tasks are designed to comprehensively analyze the role of digital technologies in shaping the labor market, social mobility, and human capital development in the digital economy.

Research Methodology. To achieve the research objectives, a mixed-methods approach is employed, combining qualitative and quantitative methodologies:

- Theoretical Analysis: Literature review for analyzing scientific articles, reports, and policy papers on social mobility, human capital, labor market changes, and digital learning; comparative analysis for examining different corporate strategies for enhancing employee mobility through digitalization.
- Empirical Research: case studies for examining best practices in workforce digital upskilling and mobility enhancement within leading global companies.
- Data Sources. The study relies on multiple data sources to ensure comprehensive analysis: academic research from Scopus, Web of Science, and Google Scholar; company-specific case studies from leading multinational corporations.

This methodological framework allows for a holistic examination of how social mobility and human capital development are influenced by digital transformation in HR management.

4. RESULTS AND DISCUSSION

Definition of Digital Mobility Terms. Several types of social mobility can be identified based on the approaches discussed in the context of digital society. Professional mobility involves changing professional status through access to new opportunities digital technologies offer. These opportunities include working in the IT sector, freelancing, remote work, or other forms of employment via digital platforms. Educational mobility is also transforming, as access to education has greatly expanded through online courses, universities, and self-learning platforms in digital society. This type of mobility allows individuals to acquire new knowledge and skills in the digital environment, improving their social status. Economic mobility through the digital economy involves the opportunity for entrepreneurs and workers to generate income through online businesses, startups, freelancer platforms, and other new work forms related to digital technologies, thus changing their socio-economic status. Social mobility through participation in digital communities, such as social networks and online communities, creates new social connections, support, and opportunities for professional development, leading to

changes in social ties and the statuses of participants.

Furthermore, it is necessary to define the following terms: digital social mobility, digital professional mobility, digital educational mobility, and digital economic mobility (Tab. 1).

Tab. 1

Definitions of Digital Mobility Terms

Term	Definition	Significance
Digital Social Mobility	The process of changing the social status of individuals or groups in the digital society through access to digital technologies, the internet, and digital skills.	Digital social mobility is a key factor in reducing social inequality, as it ensures equal access to resources and opportunities for various population groups, leading to improved social status.
Digital Professional Mobility	The process of changing professional status through digital technologies, acquire new skills, and access digital platforms for career growth.	Digital professional mobility allows workers to adapt to changes in the labor market and obtain new professional opportunities through online education and digital skills development, promoting career adaptation and growth in the global labor market.
Digital Educational Mobility	The process of accessing educational resources and programs through digital platforms, allowing individuals to obtain education, training, and qualifications without limitations	Digital educational mobility expands learning and skill development opportunities, allowing learners to study anywhere and anytime, regardless of geographical or economic barriers.
Digital Economic Mobility	The process of changing economic status through digital technologies for business, income generation, and access to new economic opportunities.	Digital economic mobility allows individuals and businesses to develop new income sources, participate in global economic processes, and lower barriers to economic growth through technologies and internet platforms.

Source: developed by the author

Such transformation also alters the factors influencing social mobility. In our opinion, they should be considered in the context of digital mobility (Fig. 2).

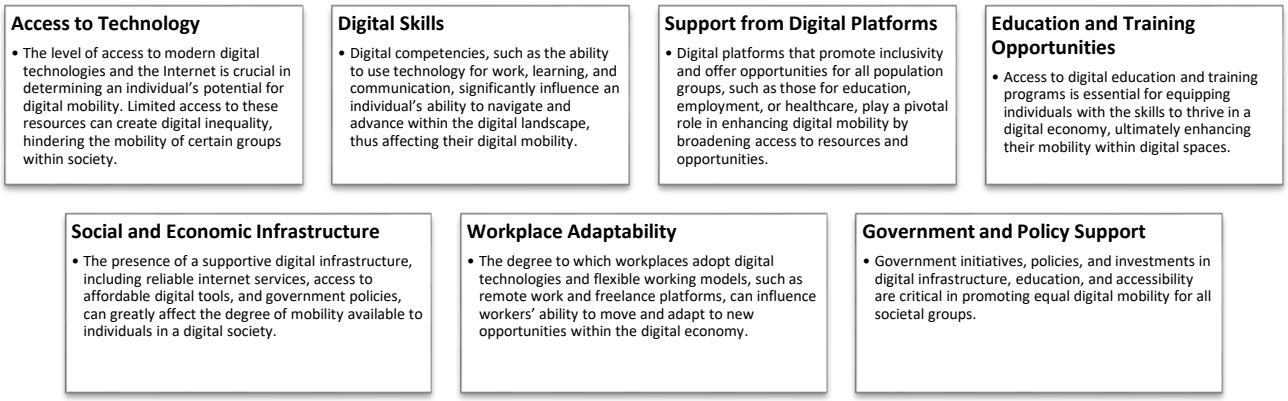

Fig. 2. Factors Affecting Digital Mobility

Source: developed by the author

The factors influencing digital mobility are multifaceted and interconnected, playing a crucial role in shaping individuals' ability to move and adapt within the digital economy. Access to technology, digital

skills, and the support provided by inclusive digital platforms are fundamental drivers of mobility, ensuring that individuals can effectively participate in the opportunities offered by the digital world. However, the digital divide remains a significant challenge, as unequal access to technology and digital resources can limit mobility for certain groups.

In addition, education and training opportunities and the necessary social and economic infrastructure further enhance an individual's capacity to engage with and thrive in the digital landscape. The adaptability of workplaces and the support of government policies also significantly contribute to enabling a broader range of people to benefit from digital mobility. As digital technologies continue to evolve, addressing these factors will be essential to ensure equitable access and opportunities for social and professional advancement in the digital society.

Digital social mobility is an essential component of contemporary society, developing in the context of the internet and new technologies. It allows individuals to change their social status through traditional means and leveraging digital resources and opportunities. Ensuring equal access to these opportunities for all social groups is critical to achieving social equality in the digital society.

Thus, in digital transformation, significant changes occur in technologies, business processes, and social structures, particularly in the labor market. These changes present new opportunities for social mobility and pose challenges for socially vulnerable groups. In our view, digital transformation alters traditional labor market models, providing new employment and job opportunities (Fig. 3).

Fig. 3. Digital Transformation of the Labor Market

Source: developed by the author

The digital transformation of the labor market creates new opportunities for employment, including through the development of new professions in technology and flexible forms of work. At the same time, automation and robotics are changing the structure of jobs, reducing traditional professions and fostering the emergence of new ones requiring specialized digital skills. Digital transformation significantly impacts social mobility by changing access to resources, knowledge, and career growth opportunities. The main aspects of this impact are:

- *Access to education and professional development.* Digital technologies greatly facilitate education and skill enhancement through online courses, MOOCs (Massive Open Online Courses), and other self-learning platforms, creating opportunities for individuals to change their social status by acquiring new knowledge and skills.
- *Mobility through flexible employment.* Technologies enable people to work remotely or part-time, allowing individuals from different social statuses and regions to earn income and access development opportunities that create new opportunities for people with lower social status to improve their economic and social mobility.
- *Risks of social inequality.* While digital transformation presents new opportunities, it may also widen existing inequalities. Not everyone has equal access to technology or opportunities for digital education. As a result, certain population groups may be the only ones to benefit from these new labor market opportunities, potentially exacerbating social inequality.

Despite these challenges, one of the key factors determining social mobility opportunities in the context of digital transformation remains the level of digital skills among the population. The ability to

use modern technologies is a fundamental requirement for gaining new opportunities in the labor market. The absence or low level of digital skills may become a barrier to social mobility, as many new jobs require specialized technological knowledge. In the face of rapid changes in labor market demands, retraining programs and continuous learning becomes crucial. For instance, programming, data analysis, and digital marketing courses can become the key to improving mobility for workers in the modern labor market.

Digitalization enhances mobility through digital platforms. Platforms like freelancing sites (e.g., Upwork, Fiverr, Freelancer) and remote work platforms (such as We Work Remotely and Remote.co) enable individuals from various social and economic backgrounds to enter the global labor market. This fosters international mobility and lowers barriers in the labor market. As a result, people can secure jobs in other countries, allowing them to improve their social status and income level without needing to change their physical location. Digital platforms allow people from remote regions and socially vulnerable groups to overcome geographical, cultural, and social barriers, opening opportunities for them.

Digital transformation has a profound impact on the labor market and social mobility. It creates new opportunities for individuals to improve their social status through access to digital technologies, education, and new forms of employment. However, this process also carries risks, such as the digital divide between different social groups. To ensure equal opportunities, it is crucial to actively implement policies for digital skills training, provide access to technology, and develop inclusive employment platforms.

Furthermore, digital transformation changes employment conditions, career paths, and employee training methods. Technological advancements, automation of processes, and the use of digital solutions in human resource management present new challenges and opportunities for both employees and organizations. These transformations necessitate adjustments to existing approaches for working and training personnel.

The digital economy creates new job opportunities by expanding access to remote employment, flexible jobs, and innovative work models. However, this process is accompanied by several challenges. Firstly, automation and the use of artificial intelligence (AI) are leading to the replacement of routine tasks, which may result in the reduction of traditional professions. Secondly, the demand for digital skills, analytical thinking, and adaptability of employees is growing, which requires continuous updating of knowledge. The development of models such as freelancing, gig economy, and remote work creates new opportunities but also raises social protection and labor rights concerns. Equally important is the need for continuous employee training to meet the new demands of the labor market.

The modern labor market is actively focusing on new employment models that enhance the social mobility of workers. The gig economy, which involves performing short-term contracts or project work through digital platforms, provides greater mobility but simultaneously reduces social guarantees. Thanks to the development of digital communications, remote employment allows people to work from anywhere in the world, expanding their career prospects. Hybrid work models that combine remote and office work enable optimizing work processes and increased productivity. Outsourcing and crowdsourcing, through delegating tasks to external contractors, also create new opportunities for professional growth, providing additional paths to career development.

Therefore, in our view, the key aspects of the role of human capital in ensuring social mobility in the digital economy include:

- *Digital skills as the foundation of social mobility.* Digital skills have become a fundamental requirement for most professions in the digital economy. Increasing the level of digital competencies among the population ensures mobility, allowing individuals to access new forms of employment, such as remote work, freelancing, and working in new fields related to information technology. The absence or low level of digital skills limits opportunities for social mobility, which may deepen social inequality.
- *The impact of digital education and professional development on mobility.* Educational level and

opportunities for professional development are important aspects of human capital that determine social mobility. Digital platforms for online education, MOOCs (Massive Open Online Courses), and retraining programs allow individuals from different social groups to improve their qualifications and shift their social status. Continuous learning and improving professional skills are key factors for adapting to the rapidly changing labor market requirements.

- *The role of human capital in the transformation of the labor market.* Human capital is crucial in shaping employment structures and worker requirements in the digital economy. By investing in human capital development through education and skill acquisition, employees can better adapt to changes brought about by automation and the digitalization of processes. This investment opens opportunities for social mobility, particularly with the increasing demand for IT-related professions, cybersecurity, data analytics, and other emerging fields that foster career development.
- *Reducing social barriers through remote access to knowledge*. Digital technologies are vital in reducing social barriers by providing equal access to knowledge and professional opportunities. Online courses, professional education platforms, and free resources empower individuals from low socio-economic backgrounds to enhance their skills. This helps bridge the gap between different social groups, ensuring that a broader range of people can achieve social mobility and improve their professional status and quality of life.
- *Human capital as a factor in innovative development.* Human capital is the foundation for innovative development in the digital economy. Knowledge, creative potential, and professional skills are the basis for creating new technologies and business models. The development of innovations, in turn, creates new employment opportunities and increases social mobility, as innovative enterprises typically require highly qualified personnel with new skills. At the same time, human capital in the form of entrepreneurial competencies contributes to creating new businesses and startups, which also opens paths to social mobility.

Thus, human capital is a central factor that defines the opportunities for social mobility in the digital economy. The development of digital skills, access to education and professional development, and investment in human capital contribute to reducing social barriers and creating new mobility opportunities for workers in the labor market. To ensure equal access to these opportunities, it is necessary to actively implement policies to enhance digital literacy and support professional development, particularly among socially vulnerable groups.

The digitalization of the economy alters the requirements for professional competencies, significantly impacting social mobility opportunities by creating new career trajectories. A balanced development of both technical and soft skills (hard and soft) is a key factor in upward social mobility within the digital economy. Digital competencies form a catalyst for mobility, especially for young professionals and workers adapting to technological changes.

Continuous learning transforms traditional models of social mobility by creating opportunities for ongoing professional growth. Upskilling and reskilling programs become tools for vertical social mobility, particularly for workers with low qualifications. Organizational support for continuous learning creates conditions for systematic social mobility by fostering a culture of professional development.

Investments in human capital directly impact social mobility through increased productivity and competitiveness of workers. Strategic investments by organizations in employee development create infrastructure for social mobility by establishing transparent career advancement mechanisms. Institutional models of investment in human capital that integrate the labor market, industry, and educational systems form the systemic foundations for social mobility.

Digital transformation of Human Capital Management (HCM) is an important aspect of modern business, which is actively developing due to the introduction of advanced technologies. The COVID-19 pandemic and the war in Ukraine have highlighted the importance of digitizing HR processes to enhance the competitiveness of companies. Digital HCM includes various aspects, such as digitalization

and digital transformation. The changing role of HCM requires organizations to be creative in creating new working environments and cultures that support digital innovations.

Moreover, the digitalization of the labor market promotes the development of new forms of employment and expands access to educational resources, which increases opportunities for social mobility. However, there are risks of deepening digital inequality due to unequal access to technology among workers with different social and economic statuses. Digital technologies contribute to the spread of new forms of employment, such as the gig economy and remote work, which require adaptability and continuous learning from workers and demand new functionality from HCM.

Digital learning platforms, such as Learning Management Systems (LMS) and EdTech, are important tools for supporting the social mobility of employees. They provide access to educational resources regardless of geographic location and social status. Using LMS platforms allows tailoring training programs to the individual needs of employees, which contributes to their professional development and enhances their competitiveness in the labor market. Digital platforms improve professional skills and promote social mobility by ensuring access to learning resources regardless of geographical location, which is particularly important for workers in remote regions or low-income countries. Furthermore, digital platforms foster the development of social capital through virtual interaction with colleagues and mentors, enhancing support levels and reducing feelings of isolation among workers.

In conclusion, digital technologies are radically changing the labor market, creating new opportunities for highly skilled workers and deepening inequalities among low-skilled workers. Innovative strategies should be implemented, including developing digital skills, using digital learning platforms, and strengthening policies to ensure effective social mobility in the digital economy, ensuring equal access to educational and professional opportunities for all social groups.

In this context, it becomes clear that digital transformation is changing traditional employee training and professional development approaches. Several key trends are observed: Personalized online learning using adaptive platforms allows employees to gain knowledge tailored to their needs at their convenience. Microlearning, which includes short courses, webinars, and interactive simulations, facilitates rapid knowledge updating and practical application. Gamification of learning processes increases motivation and engagement in training programs. The introduction of artificial intelligence in learning platforms enables the personalization of training programs, forecasting needs, and evaluating employee progress. These innovations contribute to more flexible, accessible, and effective workforce development, positively impacting social mobility.

HR analytics plays a key role in measuring the effectiveness of HCM, particularly in assessing the social mobility of employees. Key digital tools for this include HR dashboards, KPI analytics, and predictive analytics, which allow forecasting career trajectories based on big data and machine learning, as well as evaluating the effectiveness of training programs using Learning Management Systems (LMS). With the help of Big Data and AI solutions, labor market monitoring helps analyze employment trends, the demand for competencies, and changes in professional roles. Implementing such technologies allows HR managers to assess social mobility more effectively, forecast employee career opportunities, and optimize training and employment processes.

Digital transformation significantly changes the employment structure and approaches to employee training, opening new opportunities for social mobility. The labor market has become more dynamic, and the development of technologies contributes to the emergence of new work formats and personalized educational strategies. Using HR analytics allows more effective evaluation of these changes and informed management decisions regarding human capital development.

Practical implementation of concepts of social mobility, digital transformation of employment, and employee training can be traced through international companies that actively use new methods of human capital management. Case studies of international companies allow for evaluating the effectiveness of their social mobility strategies and employee adaptation to changes. Google actively uses its internal Talent Marketplace, allowing employees to change positions and switch between projects,

using HR analytics to predict employees' potential (Cloud talent solution job matching APIs, 2025). IBM implements Skill Development Programs, including the "Your Learning" program, which uses AI to analyze skill gaps and recommend individual development paths (IBM, 2025). Microsoft introduced an AI-driven Performance Management system to track career growth and predict career opportunities while developing Mentorship Programs to enhance employees' social mobility (Microsoft, 2025). Unilever introduced a flexible employment model through the U-Work platform, combining the flexibility of contract roles with the security and benefits of regular employment, allowing employees to combine project-based work with long-term career opportunities within the company (Unilever PLC, 2019).

The experience of international companies demonstrates the effectiveness of digital HR solutions in enhancing employees' social mobility through Talent Marketplace, AI analytics, and personalized learning platforms. Evaluating training programs' effectiveness allows measuring their impact on career growth, productivity, and employee competitiveness. Key metrics include course completion rate and certification, increased productivity after training, impact on career growth, and gamification to enhance engagement. For instance, gamification increases employee engagement by 48% by creating motivational systems based on game elements; 72% of employees believe that gamification makes them work harder and more productively (HURMA, 2025).

Practical cases and empirical analysis of social mobility in the context of digital transformation of human resource management demonstrate that integrating cutting-edge technologies and innovative approaches into HR processes significantly enhances the effectiveness of human capital management. Tools such as Talent Marketplace, AI analytics, and personalized learning platforms contribute to optimizing employees' career growth and enhancing their social mobility. The experience of international companies like Google, IBM, Microsoft, and Unilever confirms the effectiveness of digital solutions in improving employee mobility. They use advanced digital platforms to support career development and automate and personalize training programs. AI-based tools enable the prediction of career trajectories and the identification of training and development needs, which significantly improve employees' productivity.

The implementation of digital strategies in HR, such as microlearning, gamification of training programs, and personalization of career development, demonstrate significant advantages in increasing employee engagement and career growth. Specifically, microlearning has proven to be an effective tool for improving course completion rates and ensuring high employee motivation to learn.

Thus, digital technologies transform traditional approaches to learning and career development and create new opportunities for enhancing employee social mobility, which is a critical factor for human capital development and improving organizations' competitiveness in today's globalized environment.

For this reason, companies today require effective tools to optimize employee learning and career growth in the digital environment. Such a tool should be Business Process Reengineering (BPR), as it is a critical element for improving organizational efficiency and optimizing key functions, including employee training and career growth. BPR involves radical redesign and updating processes to improve productivity and quality significantly. In the current economy, especially in the digital age, reengineering the business process in human resource management is essential for achieving organizations' strategic goals. Approaches to reengineering employee training processes should involve using advanced technologies and integrating various learning methods to enhance the effectiveness of training programs (Tab. 2).

Tab. 2

Recommendations for Reengineering the Employee Training Process

Reengineering Direction	**Description and Recommendations**
Automation of Learning Processes	Implementing Learning Management Systems (LMS) to automate the creation, implementation, and monitoring of training courses. This

	provides a personalized approach to employee training, reducing time and resource costs and allowing focus on strategic competencies development.
Microlearning	Introducing short-term training modules that focus on specific skills, allowing employees to quickly acquire new knowledge without spending a lot of time. Microlearning is an effective tool in the reengineering of training processes, especially for employees with limited time for professional development.
Gamification of Learning	Using game elements in training programs to increase employee engagement. Gamification creates motivation to complete tasks through a system of points, competitions, and achievements. This improves the effectiveness of learning and aids in better material retention.
Personalization of Learning through AI	Implementing artificial intelligence to analyze employee data, their learning and development needs, and creating individual learning paths that optimize the process of acquiring new skills and knowledge.

Source: summarized by the author

Using LMS helps reduce administrative workload and ensures a personalized approach to training, contributing to improved efficiency of human capital development. Short-term learning modules allow employees to quickly acquire new skills, which is especially important in the rapidly changing work environment. Using gamification elements in training increases employee engagement and promotes better material retention, which positively affects social mobility. Implementing artificial intelligence to analyze training needs allows the creation of individual development paths, supporting employees' career growth. Applying these approaches allows organizations to effectively manage human capital development, enhance employee social mobility, and adapt to the requirements of the digital economy.

In reengineering career growth, it is important to implement digital platforms for career development that enable tracking employees' achievements and potential. The use of HR analytics helps assess employees' potential and predict their career movements, which increases the efficiency of workforce development. Creating flexible career paths ensures mobility for employees within and globally, which is crucial in the digital economy. Mentoring and coaching, supported by digital platforms, promote skill development through guidance and support from experienced colleagues, regardless of their geographical location. The key stages of career growth reengineering with corresponding recommendations are presented in Tab. 3 below.

Tab. 3

Key Stages of Career Growth Reengineering with Recommendations

Stage of Reengineering	**Description and Recommendations**
Digital Platforms for Career Development	Implementing digital platforms to track employees' achievements and potential. These platforms help monitor career growth, identify opportunities for advancement, and enable employees to set and achieve career goals.
Use of HR Analytics	Leveraging HR analytics to assess employee potential and predict career movements. This helps in developing strategies for targeted career development, improving employee performance and retention.
Flexible Career Pathways	Creating flexible career trajectories that allow employees to move within the organization and on a global scale. These pathways are crucial for adapting

	to the rapidly changing demands of the digital economy.
Mentorship and Coaching Programs	Supporting mentorship and coaching through digital platforms to provide employees with guidance and advice from experienced colleagues, regardless of geographical location, promoting skill development and career growth.

Source: summarized by the author

Business-process reengineering in human capital management also involves integrating employee training and career growth into the overall strategy for organizational development, including:

- Increasing interdepartmental interaction: Joint management of training and career growth allows organizations to create a unified platform for employee development, ensuring better coordination between educational and staffing processes.
- Adapting to technological changes: Since digital technologies constantly reshape the labor market, organizations need to integrate new technologies into their employee training and development strategies, requiring continuous process adaptation to new conditions.
- Monitoring and evaluating the effectiveness of training programs and career growth ин using HR analytics allows for timely adjustments to the strategies for personnel development.

HR analytics and controlling are essential tools for measuring employee social mobility, evaluating the effectiveness of training programs, and making management decisions related to human capital development (Tab. 4). These tools allow organizations to increase employee mobility and adapt management strategies in line with labor market changes.

Tab. 4

HR Analytics Directions for Managing Employee Social Mobility

HR Analytics Use Direction	Description
Monitoring Career Changes of Employees	Analyzing internal rotations, promotions, and changes in professional specialization to assess the level of social mobility within the organization.
Predicting Career Development	Using machine learning algorithms to predict employees with potential for higher positions and assess their leadership potential.
Identifying Factors Affecting Mobility	Assessing factors such as mentorship, participation in training programs, and corporate initiatives that promote rapid career growth.
Evaluating the Effectiveness of Training and Development Programs	Measuring the ROI (Return on Investment) of training programs and assessing their impact on employee productivity to improve development programs.
External Labor Market Analysis	Analyzing external data, such as job vacancies and competency requirements, to adapt the organization's HR strategies to market changes.

Source: summarized by the author

HR analytics in controlling processes allows organizations to effectively manage career development, predict employee advancement, and adapt strategies to labor market changes. These tools help companies increase employee social mobility, improve the effectiveness of training programs, and make strategically important decisions regarding human capital development.

Business process reengineering in human capital management within the digital economy is crucial for optimizing employee training and career growth. Implementing new technologies, such as digital platforms for learning and career growth analysis, as well as the use of HR analytics, allows the creation

of an effective professional development system and support for employee social mobility. Integrating training and career growth into the organization's overall strategy improves its competitiveness and resilience in the labor market. In the context of the digital economy, there is a need to reconsider traditional approaches to these processes and seek ways to integrate a competency-based approach and digital technologies into the development of social mobility and human capital (Fig. 4).

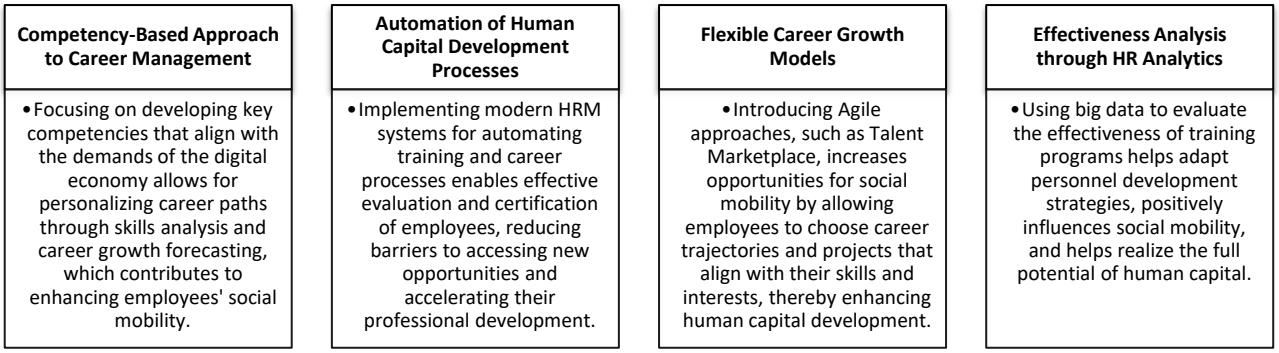

Fig. 4. Directions for Integrating the Competency-Based Approach and Digital Technologies into the Development of Social Mobility and Human Capital

Source: developed by the author

As companies increasingly focus on developing competencies that align with the needs of the digital economy, personalizing career paths based on skill analysis and career growth, forecasting becomes an effective approach to developing human capital. Modern HRM systems allow for the automation of training processes, certification, and employee evaluation, facilitating access to educational resources and speeding up the adaptation of new knowledge. Implementing Agile approaches to career growth allows organizations to respond to labor market changes quickly. Models like Talent Marketplace, used by international companies, enable employees to choose internal vacancies and projects that align with their skills and interests. Using big data analysis methods to evaluate the effectiveness of training programs allows organizations to assess their impact on employee productivity and adapt programs to meet development needs.

Digital technologies are key in transforming human resource management processes, particularly in training and human capital development. Modern digital platforms and tools allow organizations to scale training efficiently, personalize employee development, and foster social mobility through analytics and gamification. Tab. 5 summarizes the main innovations that contribute to improving human resource management processes.

Tab. 5

Digital Tools for Social Mobility Development and Human Capital Management

Innovation	Description	Platform Examples
Learning Management Systems (LMS)	Platforms for scaling and personalizing learning, integrating educational resources into internal systems for employee development.	Coursera for Business, Udemy for Business, SAP SuccessFactors
Talent Management Platforms	Tools for analyzing employee development, predicting career changes, and automating hiring and rotation processes.	Workday, Oracle HCM, Cornerstone OnDemand
Digital Mentorship Tools	Virtual services for personalizing employee development, particularly for leaders, contribute to career growth and productivity enhancement.	BetterUp, CoachHub

Gamification of Learning Processes	Interactive simulators and gaming elements to increase employee engagement and enhance learning efficiency.	Kahoot!, Duolingo for Business
Social Mobility Analytics Tools	Platforms that use AI and predictive analytics to assess employees' career potential and define their development paths.	LinkedIn Talent Insights, Visier

Source: summarized by the author

The research shows that digital transformation significantly impacts labor markets and social mobility, creating new opportunities for career growth and access to knowledge. At the same time, digital technologies contribute to expanding new forms of employment, such as remote work and freelance opportunities, thus enhancing social mobility. However, this process also presents risks, such as the digital divide between different social groups, which needs to be addressed through effective strategies focused on developing digital skills, ensuring equal access to resources, and supporting professional development, especially among vulnerable groups.

The study confirms recent research findings regarding the transformation of social mobility processes in the digital age. Specifically, the types of digital mobility (professional, educational, economic, and social) established in the research align with the classification of modern mobility processes, as outlined in works by Shpektorenko (2024) and Brändle et al. (2024), which emphasize the transformation of social elevators and the formation of new mobility mechanisms in the digital era.

Unlike the works of Fehr et al. (2024) and Gudzenko (2022), which focus more on the preservation of traditional social mobility and the risks of digital inequality, the findings of this study highlight the tools to reduce the digital divide, such as developing digital competencies and integrating technological solutions into professional growth processes. Additionally, the research supports the conclusions of Adiazmil et al. (2024), Bansal et al. (2023), and Silva et al. (2022), stressing the importance of strategic human resource management in the context of digital transformation, particularly through HR analytics, process reengineering, and the development of digital skills among employees.

The analysis of digital platforms as tools for increasing mobility aligns with the results found in the studies of Amalia (2024), Nicolás-Agustín et al. (2021), as well as the practical cases of international companies (Google, IBM, Microsoft, and Unilever), described in the Cloud Talent Solution (2025) and IBM SkillsBuild (2025) reports. These findings confirm the importance of utilizing Talent Marketplaces, personalized platforms for employee development, and AI-driven solutions for career trajectory forecasting.

Unlike the studies by Kolot et al. (2020a; 2020b; 2023) and Galushka (2024), which focus more on the challenges of labor market instability and threats to the workforce potential in Ukraine, this study attempts to identify practical approaches for enhancing worker mobility based on the reengineering of HR processes and active digitization of human resource management.

Overall, the results of this research expand the contemporary scientific field of social mobility in the digital society, providing specific recommendations for transforming learning systems, career development, and optimizing HR management business processes. The distinction of the proposed approach is the systematic integration of theoretical aspects of digital mobility with the tools of HR analytics and digital platforms, which requires further empirical research in Ukrainian organizations, considering the challenges of war and post-war economic recovery (Galushka, 2024; Hapieieva, 2023; Luhova & Borys, 2024).

5. CONCLUSIONS

The research, aimed at analyzing the impact of digital technologies on social mobility and human capital development and identifying key strategies for optimizing learning processes and career growth,

has led to several important conclusions.

Digital technologies significantly transform approaches to social mobility by providing new opportunities for individuals to change their social status. With access to digital resources and online platforms, especially in education, employment, and professional development, the barriers between different social groups are notably reduced. Online courses, freelancer and remote work platforms, and flexible employment forms are becoming the primary drivers of social mobility in the digital economy.

The digital transformation of the labor market leads to changes in traditional employment and career growth models. New work formats, such as gig economy and remote employment, allow workers from various regions and social groups to access global opportunities. At the same time, automation and robotics may reduce certain traditional professions, requiring new digital skills and increasing the demand for workers' adaptability in the labor market.

Human capital is key to ensuring social mobility in the digital economy. High levels of digital skills, the ability for continuous learning, and the development of professional competencies are critical for career growth and adapting to the rapidly changing labor market conditions. Investments in human capital development through digital learning platforms, retraining programs, and professional development support are becoming the main strategic directions for ensuring social mobility.

Digital technologies are central to providing access to educational resources and career opportunities. Using Learning Management Systems (LMS), personalized learning and development platforms, and the integration of analytical tools allow employees to acquire new skills and develop within career trajectories more effectively. These technologies provide opportunities for professional growth, which is essential for social mobility, especially in globalization and digital transformation.

To achieve effective social mobility, optimizing learning and career development processes is necessary. Reengineering business processes in human capital management includes the integration of digital learning platforms, the use of microlearning, gamification of educational programs, and the personalization of learning pathways. These tools increase the efficiency of learning processes, boost employee engagement, and ensure rapid adaptation to new labor market requirements.

The practical implementation of digital solutions in learning and career management systems, particularly in companies such as Google, IBM, Microsoft, and Unilever, demonstrates the success of using tools such as Talent Marketplace, HR analytics, AI-driven learning platforms, and gamification. These practices optimize career development processes, improve employee productivity, and provide flexibility in human capital management.

Further research should focus on examining the impact of digital technologies on various sectors of the economy, studying digital inequality and access to technology, evaluating the effectiveness of retraining and continuous learning programs, and exploring the role of artificial intelligence in personalizing career development. Important areas also include studying psychological aspects of digital mobility, the effectiveness of gamification in learning, and integrating talent management strategies with digital solutions to improve career trajectories. These areas will help develop recommendations for effectively integrating digital solutions into human capital management strategies, contributing to enhancing social mobility and developing workers in the digital economy.

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Кравчук Оксана. Цифрова трансформація управління людським капіталом: підвищення соціальної мобільності в цифровій економіці. *Журнал Прикарпатського університету імені Василя Стефаника*, **12** (2) (2025), 80-100.

У статті акцентовано увагу на впливі цифрової трансформації на соціальну мобільність та розвиток людського капіталу в умовах цифрової економіки та трансформацій ринку праці. Метою дослідження є систематизація сучасних підходів до цифрової соціальної мобільності, визначення її видів та чинників впливу, обґрунтування ролі людського капіталу у забезпеченні професійного зростання працівників, а також аналіз практик цифровізації процесів навчання та кар'єрного розвитку в управлінні людським капіталом. У дослідженні використано загальнонаукові методи, методи системного та порівняльного аналізу, узагальнення, графічного моделювання, а також аналіз кейсів міжнародних компаній.

Результатом дослідження стало визначення категоріального апарату цифрової мобільності, розробка класифікації її видів — цифрової соціальної, професійної, освітньої та економічної мобільності, встановлення факторів впливу на соціальну мобільність у цифровому середовищі, а також аналіз трансформації ринку праці під впливом цифрових технологій. Узагальнено кращі практики застосування цифрових платформ, реінжинірингу бізнес-процесів у навчанні персоналу та управлінні кар'єрою. Сформовано рекомендації щодо впровадження цифрових інструментів для підвищення ефективності розвитку людського капіталу.

Наукова новизна дослідження полягає у поглибленні теоретико-методичних засад цифрової соціальної мобільності, удосконаленні класифікації її видів, розроблення концептуальної моделі реінжинірингу процесів навчання та кар'єрного розвитку в умовах цифрової трансформації. Практичне значення результатів полягає у можливості застосування запропонованих підходів для розробки HR-стратегій цифрової трансформації, підвищення мобільності працівників та формування конкурентоспроможного людського капіталу на сучасному ринку праці.

Ключові слова: Digital Transformation , Цифрова трансформація; Human Capital Management, Управління людським капіталом; Digital Mobility, Цифрова мобільність; Social Mobility, Соціальна мобільність, Labor Market, Ринок праці, Employment, Зайнятість, HR Process Automation, Автоматизація HR процесів, Change Management, Управління змінами, Human Resource Management, Менеджмент персоналу.