

UDC 331.5:639.2(477)

DOI <https://doi.org/10.32782/wba.2025.1.25>

MODERN TRENDS IN THE DEVELOPMENT OF THE LABOUR MARKET IN THE FISHERIES SECTOR IN UKRAINE

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The article presents a comprehensive study of modern trends in the development of the labour market in Ukraine's fisheries sector under complex socio-economic conditions, demographic decline, and armed conflict in the east of the country. The key features of the functioning of the fisheries industry, which remains an important component of the agricultural sector by ensuring food security, preserving biodiversity, and supporting employment in coastal regions, are outlined. The authors have analysed the main problems hindering the development of the labour market in this sector, highlighting acute staff shortages, workforce ageing, the seasonal nature of employment, low wage levels, an imperfect vocational training system, and limited access to investment resources.

Particular attention is paid to the impact of military actions on the functioning of the sector, manifested in the relocation of fishery enterprises, a reduction in fishing volumes, the deterioration of working conditions, and rising unemployment in frontline and temporarily occupied regions. The article also highlights changes in the employment structure, the transformation of the labour market under crisis conditions, and the necessity of adapting the workforce to new realities.

Based on the conducted analysis, promising directions for the modernisation of the fisheries labour market are identified, including the active development of aquaculture as a more sustainable and environmentally safe form of management, the implementation of modern automated technologies and digital solutions, the formation of new professional competencies for industry workers, the activation of dual education, the deepening of cooperation between businesses and educational institutions, and the popularisation of career guidance programmes among young people.

The article separately substantiates the expediency of integrating European standards into the fisheries sector, strengthening environmental control over the harvesting of aquatic bioresources, and developing effective social protection programmes for industry workers under martial law conditions. A set of measures is proposed aimed at stabilising the staffing situation, preserving labour potential, and ensuring the sustainable development of the labour market in Ukraine's fisheries sector amid economic turbulence and uncertainty.

Keywords: labour market, fisheries of Ukraine, fish farming, employment, aquaculture, staff shortages, automation, vocational training, dual education, environmental standards, labour migration, social protection, sustainable development.

Problem statement. Fisheries in Ukraine represent an important component of the agro-industrial complex, with significant socio-economic potential,

particularly in terms of employment in coastal regions, the development of small businesses, and the provision of food security. However, in recent years, the labour market in this sector has faced numerous challenges: a decline in the number of employed people, an ageing workforce, the outflow of young people, insufficient vocational training, and the seasonal nature of employment. In this regard, there is a need for an in-depth analysis of current labour market development trends in the fisheries sector and the formulation of effective modernisation strategies.

Analysis of recent research and publications. Issues related to the development of the labour market in the agro-industrial sector, including fisheries, have been studied in the works of such Ukrainian scholars as O. I. Amosha, S. V. Kulchytsky, and T. M. Chervanyov, who examined problems of structural employment restructuring, labour potential modernisation, and professional mobility. In particular, in the context of fisheries, attention was paid to issues of regional employment (in the South and Azov Sea regions), the development of small aquaculture enterprises, and the adaptation of the sector to European standards. However, systemic studies comprehensively analysing the current challenges and prospects of the labour market specifically in Ukraine's fisheries sector remain limited.

Objective. The aim of the study is to identify current trends in the development of the labour market in Ukraine's fisheries sector, analyse the key problems hindering the effective functioning of labour resources in the industry, and develop practical recommendations for improving state employment policy in this sector. The main tasks of the study include determining the current state of the labour market in Ukraine's fisheries, identifying the main factors influencing labour demand and supply in the sector, and analysing the role of education, seasonality, regional imbalances, and labour migration.

Research results. A distinctive feature of the current labour market is its dependence on demographic changes, migration processes, technological progress, and globalisation challenges. Labour resources are a key factor determining the efficiency and productivity of the fisheries industry. The quantity and quality of personnel influence not only fish catch and processing volumes but also the introduction of new technologies, the modernization of equipment, and compliance with safety and environmental standards. Qualified workers with the necessary knowledge and skills play a key role in ensuring the competitiveness of fishery enterprises in both domestic and international markets.

The war has significantly affected Ukraine's labour market, causing staff shortages, high unemployment rates, and changes in employment structure. The labour market is undergoing recovery, but it remains uneven across regions and economic sectors. The employment of internally displaced persons (IDPs) and young people is a particularly pressing issue.

The impact of the war and demographic changes has brought about substantial transformations in the functioning of Ukraine's economic system as a whole and the labour market in particular. Ukraine's labour market, which has notably changed in both structure and geography during the period of full-scale war, is gradually recovering under conditions of turbulence and uncertainty, responding to new challenges and demands. At the same time, employment issues are deepening due to ongoing hostilities, structural and territorial shifts in labour demand, large-scale population displacement, and mobilisation.

The modern fisheries sector of Ukraine faces a number of systemic problems that negatively affect the labor market and the prospects for the industry's development. One of the key issues is the outdated material and technical infrastructure. Many enterprises operate with obsolete equipment, which significantly reduces labor productivity, energy efficiency, and overall competitiveness. Chronic underfunding of fleet renewal, processing equipment, and infrastructure hinders enterprise development and, consequently, limits the creation of new jobs.

Another major problem is the low level of wages in the fishing and aquaculture sectors. The income levels of workers in this industry are significantly lower than the national economic average, contributing to the outflow of qualified personnel to more profitable sectors or abroad.

The seasonal nature of employment also poses a significant obstacle to stable labor activity. Since the majority of catches occur during specific times of the year, workers are often forced to seek temporary employment in other sectors or remain without stable income during the off-season.

Additionally, the sector suffers from widespread poaching and the operation of a shadow economy. A large share of caught fish is not officially registered, which reduces the demand for legally employed workers and undermines the foundations of the formal labor market.

Despite high natural potential, aquaculture in Ukraine remains underdeveloped, which limits opportunities for creating long-term and sustainable jobs, particularly in rural areas where unemployment rates have traditionally been high.

Another significant issue is the insufficient development of the educational system and human resource potential. Existing training programs often do not meet current market requirements: there is a lack of specialists in modern aquaculture technologies, biosecurity, marketing, and fish product logistics.

In addition to socio-economic factors, environmental problems – such as water pollution, river overregulation, and changing climatic conditions – lead to a decline in fish populations, directly reducing the demand for labor resources in the fishing industry.

It is also worth noting the low investment attractiveness of the sector, which is driven by high risks, low profitability, and the absence of stable gov-

ernment support. This restrains the creation of new enterprises and limits the expansion of existing production facilities.

A separate and extremely painful factor remains the impact of the war and the occupation of part of the country's territory, particularly in the South of Ukraine and the waters of the Black and Azov Seas. Military actions have led to the destruction of fisheries infrastructure, loss of access to key fishing zones, and, as a result, massive job cuts.

According to estimates by the National Bank of Ukraine (NBU), the labor force in the 15-70 age group decreased by more than a quarter by early 2024 compared to 2021. Nearly half of this reduction was due to external migrants who are not working remotely. According to the NBU, about 40 % of the labor force reduction in 2023 compared to 2021 occurred due to demographic losses, occupation, and the transition of many people to economically inactive status.

There has emerged a mismatch between labor market demand and supply. Since early 2024, alongside economic recovery, the supply of job vacancies has also been rising, but the activity of job seekers has not kept pace with the changing demand for labor. For example, in the first half of 2024, according to Work.ua, the number of vacancies increased by almost 19,000, reaching over 110,000 in June 2024. However, the number of CVs updated or created during the same month stood at 304,000 – nearly 47,000 fewer than in January 2024 – indicating low job-seeking activity.

A labor market study by the European Business Association indicates that in 2023, 74 % of employers reported a noticeable staff shortage. The intensification of this issue is largely driven by the large-scale migration of Ukrainians abroad, mobilization into the Armed Forces, and the deepening of sectoral, professional, and interregional imbalances in the labor market.

The recovery of the labor market in terms of job vacancies varies regionally, primarily depending on proximity to areas of active hostilities.

The problem of low youth employment also remains relevant: as of June 2024, 35 % of job seekers were under the age of 25, and 24 % were between 25 and 34. Ensuring an adequate level of youth employment is one of the priority objectives of national development.

One of the features of the modern labor market is the highest competition among job seekers for remote work positions. In June 2024, over 14 % of candidates were searching specifically for online jobs, while such positions accounted for less than 7 % of all vacancies.

In conditions of rapid changes in modern labor markets, flexible forms of employment are becoming increasingly popular. In line with pan-European trends and considering the negative impact of the war on working conditions, it is necessary to expand the use of modern employment formats to improve employment levels and preserve the country's labor force.

Since the start of the full-scale war in Ukraine, the labor force in the 15–70 age group has significantly decreased. The main reasons for this have been the mass external migration of citizens (Table 1), who are unable to work remotely, as well as demographic losses caused by hostilities, the occupation of territories, and the reclassification of many individuals as economically inactive. The largest share of the labor force decline is attributable to migration, which directly affects the availability of labor resources.

Table 1. Reasons for the reduction of the labor force in Ukraine (2021–2024)

Reason	Share in total reduction
External migration (without remote work)	More than 50 %
Demographic losses and occupation	About 40 p.p.
Transition to economically inactive status	Part of the balance (estimated at ~10 %)

Despite the gradual economic recovery, the labor market in Ukraine is showing a growing imbalance (Table 2). The supply of vacancies has increased since the beginning of 2024, but the number of active job seekers (updated or created resumes) is decreasing. This indicates that a significant portion of the population remains inactive in their job search, likely due to demotivation, lack of suitable offers, or external factors (migration, mobilization, childcare, etc.).

Table 2. Imbalance between supply and demand in the labor market (2024)

Indicator	January 2024	June 2024	Change
Number of vacancies	~91 ths.	>110 ths.	+19 ths.
Number of updated/new resumes	~351 ths.	304 ths.	–47 ths.

According to research by the European Business Association, 74 % of employers experienced a shortage of staff in 2023 (Table 3). The main reasons are mass emigration, mobilization of men into the Armed Forces, and a deepening professional and regional disparity. The situation is particularly difficult in technical specialties, logistics, healthcare, and education. This exacerbates the need for systemic reforms in personnel training and support for labor mobility.

Table 3. Staff shortage according to employers (2023)

Indicator	Value
Employers experiencing staff shortages	74 %
Main reasons	Migration, mobilization, occupational and regional disparities

Young people make up a significant share of active job seekers: nearly 60 % fall within the age groups up to 34 years (Table 4). This figure may indicate

limited employment opportunities for young specialists, as well as low entry-level salaries and a lack of prospects for career advancement. It highlights the need for special programs to support youth employment, including internships, adaptation grants, and first-job initiatives.

Table 4. Age structure of job seekers (June 2024)

Age group	Share among job seekers
Up to 25 years old	35 %
25–34 years old	24 %

In the structure of the modern labor market, there is a sharp gap between supply and demand for remote employment (Table 5). More than 14 % of candidates are actively looking for online work, while only less than 7 % of employers offer such jobs. This imbalance reflects the changing expectations of employees who seek more flexibility and safer working conditions, but employers have not yet had time to adapt their HR strategies to the new realities.

Table 5. Demand for remote work (June 2024)

Category	Share
Candidates looking for online jobs	>14 %
Jobs with the possibility of remote work	<7 %

The war has affected the sector, with the number of employees decreasing by 25 % compared to 2021, in part due to the relocation of enterprises, the destruction of infrastructure, and the outflow of personnel (Table 6). The shortage of young professionals is particularly acute, as the average age of workers in the industry is over 45.

At the beginning of 2024, more than 4.5 thousand people were employed in the Ukrainian fishing industry. The majority of them work in fishing, while the rest work in aquaculture and fish processing. The labor market in the industry is highly regionally dependent, concentrated in the coastal areas of the south and west of the country.

Table 6. Employment in the fishing industry of Ukraine (thousand people)

Year	Total number	Employed in fishing	In aquaculture	In processing
2021	6,0	3,9	1,2	0,9
2023	4,5	2,7	1,1	0,7

The current labor market of the industry requires updating the qualification composition of employees, attracting young people, developing retraining programs and introducing flexible forms of employment.

With the situation stabilizing, the number of people employed in the fisheries sector is expected to grow by 10–12 % by 2026, primarily in the aquaculture segment, which has significant potential for expansion (Figure 1).

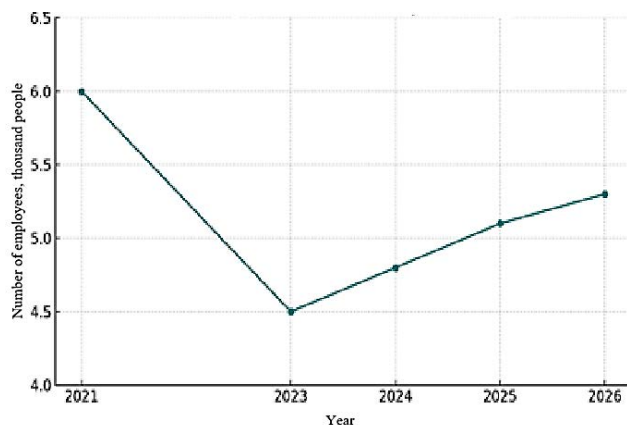


Fig. 1. Employment dynamics in the Ukrainian fishery and forecast for 2026 (thousand people)

To preserve human resource potential and support the development of the sector, it is recommended to:

- strengthen career guidance initiatives among young people;
- introduce short-term educational programs for staff retraining;
- stimulate the employment of internally displaced persons (IDPs) in coastal regions;
- implement digital platforms for job search in the fisheries sector;
- support enterprises through tax incentives for creating new jobs.

The comprehensive application of these measures will help overcome staff shortages and ensure the stable development of Ukraine's fisheries sector.

Fisheries represent an important branch of the agricultural economy, where labor resources ensure sustainable development and the environmental safety of fish harvesting. Qualified personnel are the key to increasing production efficiency and quality.

Labor productivity in the fisheries sector depends on the level of mechanization in fishing, the condition of transport vehicles, and the technical equipment of enterprises. High productivity is achieved through the introduction of modern technologies and scientific advancements.

The organization of wages is an important factor in motivating employees and ensuring the sustainable development of the industry. Under current conditions, a wage system is practiced that combines fixed salaries, bonuses, and performance-based incentives for high labor achievements.

Therefore, effective labor resource management, increased labor productivity, and the implementation of a fair wage system are essential conditions for the successful development of the fisheries sector.

According to data, the average wage in Ukraine's fisheries sector has shown gradual growth over recent years. In particular, in 2023, a steady increase in salaries was observed, indicating positive trends in the industry. However, in the first quarter of 2024, a slight decrease in average wages was recorded, which may be attributed to seasonal fluctuations or other economic factors (Table 7).

These data indicate the need for continued monitoring and analysis of the situation in the fisheries sector to ensure the stable development of the industry and improve the well-being of its workers.

Table 7. Analysis of Average Wages in Ukraine's Fisheries Sector in Recent Years

Period	Average monthly salary, UAH	Notes
2021	9 596	Data for agriculture, forestry and fisheries
2023 (I quarter)	12 326	Average for agriculture, forestry and fishing
2023 (II quarter)	14 792	Up 14.9% year-on-year
2023 (III quarter)	15 690	Stable growth in wages
2023 (IV quarter)	15 569	Slight decrease compared to the third quarter
2024 (I quarter)	15 004	Data for agriculture, forestry and fishing

Modern technologies are fundamentally transforming the structure of the labor market in Ukraine's fisheries sector. The automation of cultivation, processing, and logistics processes significantly increases production efficiency while reducing the demand for low-skilled labor. For example, automated fish feeding systems introduced at "Aquaferma" farms have led to a 15 % reduction in the number of workers, as much of the routine work is now performed by machines.

The implementation of automated systems in fish harvesting, sorting, processing, and packaging reduces the need for unskilled manual labor. More enterprises are investing in modern equipment that replaces workers on conveyor lines and in primary fish processing. Instead of a large workforce, there is growing demand for operators of automated lines, mechanical engineers, IT specialists to maintain smart equipment, and biotechnologists in the aquaculture sector.

As wild fish catches decrease, the demand for workers at fish farms is increasing – including ichthyologists, fish cultivation technologists, and specialists in aquatic environment monitoring.

New areas are also developing for catch and production monitoring using Big Data, drones, and satellite technologies. This is creating new job opportunities for data analysts, geographic information systems (GIS) specialists, and cybersecurity experts (Figure 2).

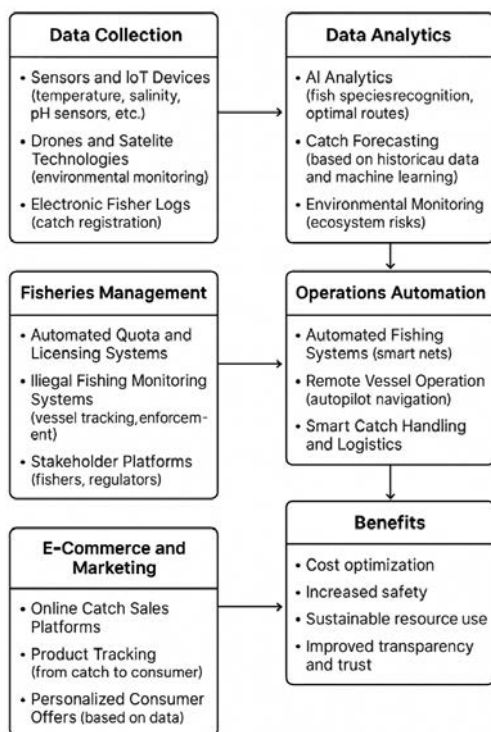


Fig. 2. Block diagram: Digitalization and Automation of Processes in Fisheries

Even traditional fishermen now need to possess basic skills in using electronic navigation systems, fish finders, and mobile applications for reporting, among other tools.

The openness of markets through online platforms increases the demand for foreign trade managers, logisticians, and marketers with knowledge of international standards and certification of fish products.

The fishery sector is adapting to environmental responsibility requirements, leading to a demand for specialists in environmental auditing, MSC/ASC certification, and sustainable development experts.

Modern technologies are replacing simple physical labor while simultaneously stimulating the development of new professions in Ukraine's fishery industry, focused on IT, automation, analytics, ecology, and international trade.

An important area is intensive fish farming and aquaculture development, which require modern knowledge in biotechnology, software, and technical maintenance. There is growing demand for highly qualified operators, engineers, technologists, and programmers skilled in working with new equipment and management systems.

These technological changes are shaping a new quality of the labor force and require skills upgrading, creating opportunities for professional growth and enriching the labor market with new specializations. At the same time, there is the challenge of socially adapting workers during the transformation of traditional jobs.

Climate change and water pollution are becoming significant factors affecting fishing and aquaculture development in Ukraine. The reduction of fish stocks due to global warming and declining water quality increases the need for environmentally oriented technologies and control systems.

The rise in environmental certification standards promotes sustainable management of fish resources, which requires qualified ecologists, inspectors,

and environmental quality control managers. In 2023, the number of environmental inspections increased by 20 %, reflecting attention to preserving natural resources and minimizing the negative impact of production.

These environmental challenges are creating new job openings and specializations that combine knowledge in ecology, sustainable development technologies, and effective fish harvesting and breeding methods, ensuring balanced industry development and preservation of aquatic ecosystems.

Government regulation remains a crucial factor for labor market stability and development in the fisheries sector. Fish catch quotas and licensing contribute to the balanced use of resources and prevent overfishing.

The government is implementing special support programs to stimulate aquaculture development and modernize the fisheries sector, providing funding for the introduction of innovative technologies and workforce training. In 2023, the budget for such programs amounted to UAH 50 million.

European integration processes play an important role in setting new standards for product quality, food safety, and labor legislation, influencing employment profiles, working conditions, and qualification requirements for workers in the sector.

Aquaculture is in a phase of active growth in Ukraine, especially regarding species such as trout, sturgeon, and catfish. A 12 % increase in aquaculture fish production in 2023 indicates the emergence of new and promising directions for industry development (Fig. 3).

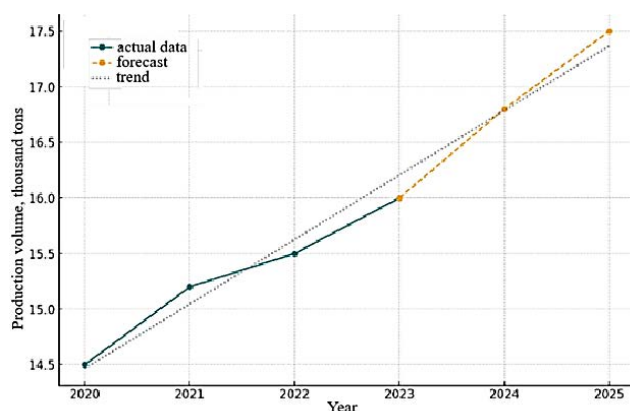


Fig. 3. Aquaculture Fish Production in Ukraine (2020–2025)

With the growth in production, there is a rising demand for specialists of various profiles: fish farmers, aquaculture technologists, veterinarians, and ecologists. This creates new jobs that require professional training and technical knowledge combined with practical experience.

An important segment is the development of organic fish farming, which raises requirements for product quality and environmentally friendly production. This opens the market for qualified personnel capable of implementing organic production standards and related technologies, contributing to the eco-friendly development of the industry and strengthening its competitiveness.

One of the current challenges facing the industry is the outflow of qualified workers abroad, mainly to Poland and other EU countries in search of better working conditions and earnings. According to research, 18 % of workers in the fishery sector undertook seasonal work abroad in 2023.

At the same time, there is an influx of foreign labor for seasonal jobs, helping to alleviate the acute shortage of workers during peak workload periods. However, integrating and adapting such migrants poses additional challenges related to language barriers, socio-cultural adaptation, and the protection of labor rights.

These migration processes shape a complex labor market that requires harmonization between internal needs and the external labor market, as well as active state policies aimed at retaining local human capital and increasing the competitiveness of workers in Ukraine's fishery sector.

To ensure the sustainable development of the labor market in the fishery industry, modernization of educational programs is essential. It is important to implement the latest learning technologies that prepare specialists to work with modern equipment and innovative practices.

Dual education and close cooperation between educational institutions and fisheries enterprises enhance students' practical training and improve their competitiveness in the job market. Currently, there are 15 colleges and 5 universities in Ukraine specializing in training personnel for this sector.

Special attention is being given to upskilling and reskilling workers, allowing them to adequately respond to technological changes and market demands, thereby improving the overall professional level and adaptability of the labor force.

Working conditions are a key component in the development of the labor market in the fisheries sector. Ensuring safe and healthy working environments at fishery enterprises remains a priority for reducing injuries and improving worker's health.

Social protection for workers includes not only medical care but also guarantees of social stability, which positively impacts motivation and productivity. The participation of women in the sector is gradually increasing, reflecting a trend toward gender equality in a traditionally male-dominated field.

Over the past five years, there has been a decline in the injury rate on fishing vessels thanks to the introduction of new safety standards, training, and oversight. However, continued efforts in this area remain relevant for the stable development of the sector.

According to expert estimates, by 2028, the demand for new personnel in the fishery industry will increase by 20 %.

Ukraine's fishery sector is facing an acute staffing crisis that threatens the stability and development of the industry. The core issue lies in the aging of the workforce and the lack of interest among young people in this profession. This results in a shortage of qualified specialists, directly impacting production performance, economic efficiency, and the country's food security.

The average age of fishermen has increased by almost 15 years over the past twenty years, reflecting the outflow of younger workers and a general social problem.

The labor shortage in the fishing sector is a complex problem that requires a comprehensive approach. Such an approach would enhance the attractiveness of the profession among youth and help retain skilled workers within the industry.

New personnel are needed – those who understand the principles of sustainable fishing, biodiversity, catch regulation, and the protection of aquatic resources.

Successful practices in countries like Norway and Iceland show that a systematic approach to education and community support can significantly address the shortage of professionals. These countries actively develop specialized training centers, invest in vocational education, and receive state financial support.

Ukraine is engaging foreign experts and investments to modernize educational programs and implement innovative technologies. Participation in international exchange programs enables young professionals to acquire new knowledge and skills aligned with global standards.

This is driven by technological advancements, stricter environmental regulations, and the expansion of the aquaculture sector. Such a forecast stimulates the need for active cooperation among all stakeholders.

Conclusions. As a result of the labor market analysis in Ukraine's fishing sector, a number of key trends have been identified that influence employment levels and the development of human resources in this field. First and foremost, there has been a noticeable decline in the number of workers – over the past decade, the number of people employed in the sector has nearly halved. This is due to both general economic challenges and unresolved regulatory issues, which hinder the effective use of labor resources.

Another characteristic is the high level of seasonal employment. Fishing remains a seasonal industry with cyclical work processes that limit stable employment relationships. This negatively impacts the level of social protection for workers, as employment is not year-round.

In addition, there is a regular outflow of workers abroad. Qualified fishery workers, particularly fishers and aquaculture specialists, are increasingly

emigrating to European Union countries in search of better working conditions and higher wages. This labor migration reduces the sector's human resource capacity.

Moreover, the level of vocational education and training in the fishing industry remains low in Ukraine. There is a noticeable shortage of specialized educational programs for fishers and aquaculture workers, which hinders the renewal of labor potential and industry development. Demand for specialists in modern fish farming technologies is growing, yet existing training courses do not meet current requirements.

At the same time, it is worth noting the positive trend in aquaculture development. The fish farming segment is showing increased demand for new professions and a growing need for workers, particularly in the context of modern technology implementation. This creates opportunities for job creation, especially in rural areas, and opens prospects for increasing employment in the sector.

Based on the identified trends, several development strategies can be proposed to strengthen the labor market in the fishing industry, aimed at preserving human resources and increasing sector efficiency:

- Creation of state employment support programs within the industry, particularly targeting youth, to attract new workers and reduce migration levels;
- Expansion of professional education and retraining opportunities for those working in the industry, to equip them with relevant skills for operating new technologies and modern fish farming methods;
- Integration of European practices related to working conditions and social protection, to improve workers' quality of life and attract investment into the sector;
- Incentivizing employers to retain labor resources through tax benefits, thereby promoting the retention and recruitment of qualified personnel in the fishing industry.

All these measures will not only address urgent labor market challenges in the fishing sector but also create a sustainable foundation for its continued development.

СУЧАСНІ НАПРЯМИ РОЗВИТКУ РИНКУ ПРАЦІ В ГАЛУЗІ РИБАЛЬСТВА В УКРАЇНІ

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У статті здійснено комплексне дослідження сучасних напрямів розвитку ринку праці в галузі рибальства України в умовах складної соціально-економічної ситуації, демографічного спаду та збройного конфлікту на сході країни. Окреслено ключові особливості функціонування рибогосподарського комплексу, який

залишається важливою складовою аграрного сектору, забезпечуючи продовольчу безпеку, збереження біорізноманіття та підтримку зайнятості в прибережних регіонах. Автори проаналізували основні проблеми, що стримують розвиток ринку праці у цій галузі, серед яких виокремлено гострий кадровий дефіцит, старіння працюючого персоналу, сезонний характер зайнятості, низький рівень заробітної плати, недосконалість системи професійної підготовки кадрів та обмежений доступ до інвестиційних ресурсів.

Особлива увага приділяється впливу воєнних дій на функціонування галузі, що проявляється у релокації рибогосподарських підприємств, скороченні обсягів промислу, погіршенні умов праці та зростанні безробіття в прифронтових і тимчасово окупованих регіонах. Висвітлено зміни у структурі зайнятості, трансформацію ринку праці під впливом кризових чинників і необхідність адаптації трудових ресурсів до нових реалій.

На основі проведеного аналізу визначено перспективні напрями модернізації ринку праці в рибальстві, серед яких: активний розвиток аквакультури як більш стійкої та екологічно безпечної форми господарювання, впровадження сучасних автоматизованих технологій та цифрових рішень, формування нових професійних компетентностей працівників галузі, активізація дуальної освіти, поглиблення співпраці між бізнесом і освітніми закладами, а також популяризація профорієнтаційних програм серед молоді.

Окремо обґрунтовано доцільність інтеграції європейських стандартів у сфері рибогосподарської діяльності, посилення екологічного контролю над виловом водних біоресурсів, а також необхідність розробки дієвих програм соціального захисту працівників галузі в умовах воєнного стану. Запропоновано комплекс заходів, спрямованих на стабілізацію кадрової ситуації, збереження трудового потенціалу та забезпечення сталого розвитку ринку праці у сфері рибальства України в умовах економічної турбулентності та невизначеності.

Ключові слова: ринок праці, рибальство України, рибне господарство, зайнятість, аквакультура, кадровий дефіцит, автоматизація, професійна підготовка, дуальна освіта, екологічні стандарти, трудова міграція, соціальний захист, сталий розвиток.

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