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HR management of enterprises under martial law, socio-cultural and technological challenges

Abstract. The study addresses issues related to the development of the personnel management system in the current conditions caused by martial law in Ukraine and socio-cultural and technological challenges that stimulate the need to improve the development of corporate culture and strengthen human resilience. The relevance of an effective response to these requests is determined by the theoretical and applied aspects of defining the subject segment of the HR management toolkit and its application. The study aims to highlight the security issues in personnel management and outline the directions for ensuring human resilience at an enterprise in modern conditions. To achieve this goal, the following methods were used: analysis and synthesis; systematic method; grouping and generalization; expert judgement; statistical method and surveys. The study determined the main factors influencing the efficiency of personnel management under martial law and contradictions regarding the sustainable development of personnel. The main directions of promoting the unity and development of the personnel of enterprises under martial law were formed. Global trends in the field of human capital and the combination of the performance of enterprises and people in achieving entrepreneurial success according to the following criteria were analysed: ensuring human resilience; increasing productivity; and stimulating the development of microcultures in the workplace. The study substantiated that the presence and development of many microcultures in one local enterprise in the national economy will inevitably lead to the threat of internal disruption (destruction) of the system and several negative consequences in the future. The study highlighted directions for creating responsible and harmonious HR management systems for modern and future enterprises. The conclusions drawn from the study have theoretical and applied content and may be useful for business entities in developing strategies for staff development and improving corporate culture as a source of creative inspiration and satisfaction of employees' needs

Keywords: remote management; teamwork; culture; productivity; talent acquisition; microculture

INTRODUCTION

Human resource management in enterprises should be in line with modern challenges. For 2024, Ukrainian enterprises will face challenges primarily due to the Russian-Ukrainian war of occupation, but geopolitical and ideological challenges are no less important. The realities of

business activity should be adequately reflected in the processes of enterprise HR management. Therefore, the problems are changing, business and HR strategies that were effective in peacetime and the period of supply dominance in the labour market have lost their relevance and need to

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be adapted to the new realities of life. Therefore, there is a need to address the efficiency of enterprises by interpreting business goals in the language of analytics and HR strategies, as well as the adequacy of tools for budget planning.

For this reason, it is worth highlighting three main aspects of the issues outlined in this article. The first aspect is related to the peculiarities of staff work under martial law, awareness of the organizational challenges that enterprises and staff need to ensure their safe functioning and have the prospect of decent work and development in their independent Ukraine in the post-war period; the second aspect is related to the worldview and personal psychological and motivational settings of staff, the presence of stress during production and the establishment of resilience, which are integral elements of survival during the war; third aspect aims to maintain an appropriate level of balance between the human and technological development of enterprises to preserve jobs and positive dynamics of production and service provision. The answer to the question of which HR management models are relevant is not only of practical importance but also of theoretical significance, as it will allow to develop existing approaches to human productivity. The second and third aspects reflect the peculiarities of ensuring human dignity in remuneration and social responsibility of business entities and the formation of an atmosphere of corporate unity and trust in the process of managing the personnel of enterprises under the influence of current factors.

The analysis of previous studies and publications confirms the existence of a wide range of scientific achievements that reflect the theoretical, methodological, technological and applied aspects of the outlined issues. Researchers underscore the problems of labour resources management, which is evident due to their role in increasing the innovativeness of enterprises, as discussed in the joint article by N. Mitsenko *et al.* (2022), which states that “human resource management is crucial to support an enterprise (organization) to improve efficiency, manage corporate and ethical issues that go beyond economic efficiency, and support the future development of the enterprise (organization) and the direction of its innovation activities”. This idea is continued by O. Yakovenko (2022), considering the peculiarities of remote personnel management in modern conditions and focusing on the transformation of the personnel management process in terms of planning, recruitment, organization and direct management, motivation and communication. Following I. Gontareva *et al.* (2022), the HRM strategy is a structural element of the enterprise’s strategic management system, highlighting “... five mandatory principles for those who want to win the war for talented employees, managers and make talents a competitive advantage” of enterprises. O. Naumova (2021) continues this idea and deepens it by systematizing the peculiarities of employee behaviour under different types of HRM strategies. The functioning of enterprises during the war, identifying the problems faced by management in personnel management and identifying ways to solve them have also been the subject of research by several scholars.

V. Kudelia & V. Yakovenko (2023), among the current trends in the field of HR management, suggest the following main areas: teamwork, increasing the involvement of temporary workers in the organization, using new reward systems, using the potential of the older generation, creating staff welfare programmes. Similar thoughts are highlighted by A. Kotsur *et al.* (2022), emphasizing the peculiarities of HRM activities in wartime. Furthermore, the issue of personnel management under martial law in Ukraine is studied in the article by O. Cherep *et al.* (2023), which presents different approaches to the classification of socio-psychological methods of remote personnel management. The theoretical and empirical aspects of expanding the boundaries between HR and other disciplines are covered by J. Schwartz *et al.* (2020), which focuses on this process in two different dimensions: the scale of influence and areas of focus. An updated perspective on management through reengineering, digitalisation and flexible initiatives, as well as the change in the process in the context of the transition to remote employment, is offered by D. Gherson & L. Gratton (2022), who consider management issues in the context of creating successful teams rather than servicing them; training productivity rather than controlling tasks. R. Pells (2023) also analysed and reflected on why scientists are delving into the virtual world.

Thus, the latest scientific developments in the subject area of human resources management reflect the evolutionary path of transformation of methods and forms of labour organisation at enterprises. Dynamic changes in human life require supplementing these concepts and areas with new challenges, problems, and applied tasks, which formed the aim of the study.

MATERIALS AND METHODS

The methodological basis of the study is formed following the purpose and includes a legislative and regulatory component, a theoretical component represented by scientific articles, monographic studies, statistical data, and the results of expert assessments in the subject area. To reveal the essence of the highlighted issues, as well as to highlight their content, legal acts of the Verkhovna Rada of Ukraine (Law of Ukraine No. 2136-IX, 2022; No. 2232-XII, 2022; No. 2352-IX, 2022) and information of the Cabinet of Ministers of Ukraine (800 enterprises relocated..., 2023), official materials of the State Statistics Service of Ukraine (n.d.) were used, which reflect the trends and forecasts of the socio-demographic and economic situation in Ukraine caused by the war and focus on the feasibility of improving HR management systems necessary to develop changes in the field of security measures and corporate unity. Analytical information on the dynamics of relevant trends in the development of HR management (Schwartz *et al.*, 2017) and a survey of employees on the main challenges of human sustainability (Cantrell *et al.*, 2024) became the basis for developing directions for creating responsible and harmonious HR management systems for modern and future enterprises.

The methodological basis of the research is a set of scientific methods that ensures the methodological integrity of the study, in particular: analysis and synthesis – for analysing modern features and reasons and generalizing their impact on the formation and development of HRM; systemic method – for revealing the essence of HRM through the prism of corporate culture, application of the latest technologies and growth of human productivity, that is, the unity of content (productive and creative human labour) and form (the process of development of corporate culture under the influence of new technologies), and for streamlining the areas of HRM; grouping and generalization – for developing In the context of global trends in the field of human capital, the directions for creating harmonious human resource management systems of enterprises based on the use of the method of expert judgement are proposed. The use of the statistical method and a survey made it possible to form a statistical base, highlighting informative data on the internal displacement of the population and enterprises under martial law, growing occupational stress and threats of job loss due to technological changes, the spread of practices and restrictions on the processing of employees' data, and trends in the development of microcultures.

RESULTS AND DISCUSSION

In modern business, human-centric models in the HR management system are dominant for the vast majority of business entities in various types of economic activity. Employee focus is becoming an axiom of business management through the prism of the obvious interdependence of the long-term development of a business project and the satisfaction and personal growth of employees, which guarantee the success of the business mission. This awareness is not only a requirement of the times but also a crucial guideline in the process of building intellectual and knowledge potential, attracting talent and their professional and career development.

At the same time, the trends of modern socio-political and economic development in Ukraine and the world indicate the desire of enterprise personnel to expand the boundaries of personal freedom, and dynamic mobility and transfer the solution of various problems to the capabilities of digital technologies has been resisted in the realities of uncertainty during the war regarding job security, personal and collective security, economic and social dependence, psychological resilience, etc. From a scientific and managerial perspective, it is necessary to investigate how businesses and employees are adapting to the rapidly changing new reality of life. The study proposes to address modern trends in personnel management, which have become relevant in the context of the Russian-Ukrainian war, and which allow the development of theoretical and applied models for promoting unity and harmonious development of personnel.

The activities of the staff of Ukrainian enterprises under martial law are characterized by several peculiarities:

1) changes in labour legislation (the possibility of employers increase working hours from 40 to 60 hours per

week, or reduce them from 36 to 40 hours; limit rest for employees from 42 to 24 hours per week and the duration of annual leave to 24 days; change the start and end time of shifts; transfer employees to another job not specified in the employment contract without their consent without reducing their wages; refuse to grant unused vacation or regular leave to employees of certain enterprises; dismiss employees during temporary incapacity for work or leave due to the impossibility of providing employment due to the destruction of production or organizational conditions, means of production or property of the employer as a result of hostilities; at the same time, an employee may terminate an employment contract if there is a threat to life and health or the company is located in a hostilities zone; the ban on working on weekends, reduced working hours at night, reduced working hours on the eve of a public holiday, the need to notify employees of changes in essential working conditions and changes in remuneration conditions 2 months before their introduction, etc. are cancelled (Law of Ukraine No. 2136-IX, 2022; No. 2232-XII, 2022; No. 2352-IX, 2022);

2) long-term and chaotic migration of the population (according to the UN High Commissioner for Refugees, about 6.47 million people have left Ukraine since the beginning of the great war, as of 15 February 2024. Of these, 6.0 million people are in Europe and 0.476 million in other countries (Ukraine Refugee Situation, n.d.); at the same time, according to the State Border Guard Service of Ukraine, only 2.4 million Ukrainians have left and not returned to Ukraine since the beginning of the war (The data of the State Border..., 2023);

3) internal displacement of the population (the number of officially registered internally displaced persons (IDPs) in Ukraine reaches 4.9 million people (Ministry of Social Policy of Ukraine, n.d.). According to a study by the International Organization for Migration (IOM), only 40% of IDPs in Ukraine are employed, while 14% are actively looking for work and 6% are inactive. This means that IDPs have significant labour potential that they are trying to realize. For comparison, the employment rate among non-displaced residents is 50% (Ukraine – internal displacement report..., 2023);

4) evacuation and relocation of enterprises (the Government of Ukraine recommended that enterprises from the territories outside the control of the Government of Ukraine relocate to safer locations. As of 5 May 2022, 500 businesses have moved to safer locations, of which 300 have resumed operations. In March 2022, applications were received from 1,266 businesses; and in June 2022, only 79 businesses applied for evacuation (Uvarova & Saprykina, 2023). At the same time, Deputy Minister of Economy of Ukraine Tetiana Berezhna stated that “since the beginning of the war, 800 enterprises have been relocated from dangerous regions with the support of the state. As of the beginning of March 2023, 623 enterprises are already operating in their new locations. Another 239 are looking for a convenient location or mode of transport. More than 650 companies that planned to relocate their production facilities refused to move due to the de-occupation of the

territories where they are located. In addition, some businesses are now returning to their previous locations due to the improved security situation, particularly in Kharkiv, Chernihiv and Sumy regions. 44 enterprises have already returned” (800 enterprises relocated..., 2023));

5) mobilization of the population (“Up to 700,000 people are mobilized to the Armed Forces, up to 60,000 border guards, up to 90,000 National Guard, up to 100,000 National Police. In 2023, more than a million people in uniform will ensure the activities of the security and defence sector” (More than a million Ukrainians..., 2022));

6) logistical collapse, unavailability of energy resources, and the elimination of markets for goods and services also pose significant risks to the work of employees and households, as noted by A. Kotsur *et al.* (2022).

Along with national trends, the activities of personnel are also significantly influenced by current global trends that threaten human resilience. According to many researchers (Future Forum Pulse, 2023; Bracy, 2023), they include:

- unrestrained professional burnout;
- concerns that artificial intelligence (AI) will eliminate jobs;

- the rapid development of the need for skills;
- support for age-related and contract employees;
- poor conditions for employees in their first job (employees in their first job make up about 80% of workers worldwide (Technology can help..., 2022); at the same time, according to the authors N. Dhingra *et al.* (2021), E. Frauenheim (2022) and M. Gonzales (2023), they feel underserved by education. They are least expected to have the opportunity to work on targeted programmes, receive significantly lower salaries and fewer days of paid leave, and are most likely to lack health insurance;

• climate change and energy generation sources have a decisive impact on the workforce in most countries (according to P. Philip *et al.* (2022), more than 800 million jobs worldwide – 25% of workers – are highly vulnerable to extreme climate conditions that affect, for example, access to a clean environment (water, air), as well as the economic results of energy transformation).

Accounting for the above trends and new challenges, the main factors influencing the effectiveness of HR management under martial law and global expectations can be identified, as shown in Table 1.

Table 1. Factors influencing the effectiveness of HR management under martial law and global expectations

Factor	Influence
Hazards and emergency conditions	Personnel may face various hazards, such as attacks by enemy forces, shelling and bombing, air raids, traffic restrictions or power, water, heat and other situations, which require an action plan to protect, secure and move employees and their mental and physical readiness for change in advance
Communication	It is particularly valuable as it can affect the performance of staff and their safety. It is important to have an effective and reliable communication system that will allow employees to transmit information quickly, clearly and concisely and ensure information hygiene in communication
Stress	Staff can face high levels of stress and emotional strain, which can result in reduced productivity and performance. This factor should be addressed, and action plans should be in place to reduce stress and support employees
Discipline	A key factor in the behaviour and work of staff and employees are obliged to follow the rules and instructions to ensure safety
Leadership	The team leader (manager) performs a crucial function and should have a clear strategy and action plans for the staff, as well as be ready to make quick and informed decisions in dangerous situations
Restrictions on freedom of action and decision-making	During martial law, restrictions may be imposed on the freedom of management decisions and actions for business managers, which narrow the possibilities, efficiency and effectiveness of management processes
Emotional and mental	This group of factors involves the search for opportunities and resources to create a culture of staff support capable of ensuring the psychological comfort of employees, stabilization of mental health, emotional balance, and the preservation and reproduction of human potential

Source: compiled by the authors following Y. Sytnyk (2017), Team management in war conditions (2022) and O. Cherep *et al.* (2023)

The factors listed in Table 1 require managerial decisions in the HR management system that are equivalent to these challenges and will ensure workplace safety, implement operational changes to work schedules and operational processes, develop stress management programmes (measures), organize training and retraining, and advise employees on various issues of life under martial law.

In this context, conditions should be created for employees of enterprises and programmes should be developed (guaranteeing safety, supporting or motivating

development, career growth, social responsibility) that will promote their safe work, forming value orientations of unity and trust, and increase the effectiveness of their work. Therefore, N. Mitsenko *et al.* (2022) propose HR management based on the concept of sustainable development, in compliance with certain principles, in particular: human resources development with a long-term perspective; flexibility; employee empowerment; fair and equal opportunities; external partnerships; employee care; profitability.

Taking care of employees in times of war based on formalized uniform rules for all is the best way to build trust. Attitude to people, transparency of processes and decision-making, and salaries of employees at a level sufficient to provide for their families and restore their working capacity always create a culture of loyalty and morality in the company. According to N. Mitsenko *et al.* (2022), the creation of opportunities for employees to acquire various professional (technical) and interpersonal skills, social skills (volunteering, taking care of oneself, how to deal with stress, how to develop good nutrition habits, how to recover from work, etc.) is a complement to such a human-centred policy, which is especially relevant in the management of personnel of Ukrainian enterprises in the context of Russian aggression.

There are also organizational and managerial situations in which formal and informal restrictions do not allow companies to meet their staff development needs. N. Markova (2015) identified several reasons for the emergence of contradictions in the sustainable development of personnel, in particular:

- excessive requirements for employees who do not have an appropriate basis in terms of socio-economic

justification of their need to perform their professional duties as set out in job descriptions;

- non-compliance with the provisions of the laws and regulations of Ukraine governing relations in the field of hired labour management;

- organizational, economic, technical and technological limitations of the enterprise to meet the needs of employees in their development;

- organizational and bureaucratic barriers to the implementation of HR policy for staff development, due to low qualification of HR employees, limited financial resources for the implementation of current and future staff development plans, the complex organizational structure of enterprises with communication problems, etc;

- low level of staff motivation to improve their professional level, and expand their area of competence, responsibility, and career growth.

Addressing the reasons, limitations and opportunities of HR management in modern realities, it is advisable to formulate the main directions of promoting the development of personnel under martial law, as presented in Table 2.

Table 2. Directions for promoting staff unity and development under martial law

Direction	Influence
Support and compassion	It is important that owners and management effectively support and empathize with staff during martial law. It is advisable to extend care for staff to employees' families. This will build trust and a sense of belonging and support for each other
Financial incentives	Management must provide employees with the necessary material resources and tools for effective work
Learning and development	In times of war, employees may need new knowledge and skills to perform effectively. It is therefore important to ensure that employees are trained and developed in specific areas and a comprehensive manner so that they are prepared for various challenges and responsibilities. In this context, human resources policy should also provide for the development of spiritual and emotional intelligence, which will stimulate a new quality of thinking, increase self-awareness of one's mission, enable self-control over negative emotions, and develop the ability to link causes and effects into a single whole
Collaboration and communication	Management must create conditions for cooperation and communication between employees. This can help ensure effective coordination and real-time problem-solving based on key communication functions (informing; communicating; joint decision-making; planning; performance review; division of duties; and joint work and responsibility). In addition, it is advisable to develop a communication culture, as common values, mental attitudes and stereotypes are a unifying factor that can ensure harmonious communication, an effective atmosphere of cooperation and consolidation
Remote control	Human resource management in wartime may be caused by the need to interact and work with remote teams located in different locations, and may also be necessary to ensure the safety of employees during the war
Taking care of employees' well-being	All enterprise processes need to be built in such a way that employees feel organic (natural), the culture is built around people (in small enterprises according to the traditions of family life), the development of social compensation (health insurance, cheaper food, corporate transport, etc.), which will reflect the social aspect of management technology
Cultivating strength of mind and determination	Developing staff morale, i.e., a state of mind in which employees become free (do not focus on everyday problems), rising above the daily routine of life and work. Developing the mental component of staff behaviour based on national patriotism and psychological resilience, the desire to overcome obstacles, unwavering will, courage and determination
Publicity and transparency	Developing a tradition of open discussion of problematic and painful issues of the enterprise, division, and project team. Highlighting only the images of leaders and winners in the life of an enterprise leads to a distortion of reality and wrong decisions. Honesty and transparency with staff add energy and fairness to processes and reinforces trust as a core value

Table 2. Continued

Direction	Influence
Internal mobility	The development of internal staff mobility is an important tool for attracting and retaining talented employees. Promotion of career and professional opportunities is a key factor in employment, and their prolonged absence is a good reason to change employers. The following types of mobility should be developed: horizontal (change of functions within the current business function), cross-functional (transfer to another business function), vertical (transfer to a managerial position with new functions), and internal corporate
Filling the HR policy with a spiritual and cultural component	This direction will strengthen human resource management with humanistic content; through the mechanism of corporate culture, introduction of social and spiritual practices, cultivation of moral values, development of national and moral modes of behaviour, promote unity of corporate spirit, neutralize excessive technologization, balance technical rationality with spiritual maturity

Source: compiled by the authors following Y. Sytnyk (2017) and O. Cherep *et al.* (2023)

The areas listed in Table 2 ensure the formation of trusting relationships among the company’s staff, help them adapt to new challenges and business conditions, establish new forms of internal communication and training, introduce new management and motivation systems, strengthen the comprehensive connection of employees with the company, and help attract potential candidates for employment, etc.

A. Kotsur *et al.* (2022) believe that the main tasks of HR professionals in times of war are “adaptation of the HR management system and internal HR documentation to changes in legislation; ensuring the necessary number and quality of staff for effective operation in the context of large-scale

external and internal migration and mobilization of the population; retention of existing staff; use of remote employment and additional functions of accounting and control of remote work; creation of conditions for the operation of evacuated enterprises in the new territory, as well as proper housing, social and living conditions for their employees”.

In 2017, Deloitte Consulting surveyed HR managers to identify the current priority areas of HR development and trends in their change until 2022 (Fig. 1). During this period, several forecasts at the time were confirmed by the realities of 2023. Performance management, HR analytics staff experience, etc. have become less relevant in the HR management process.

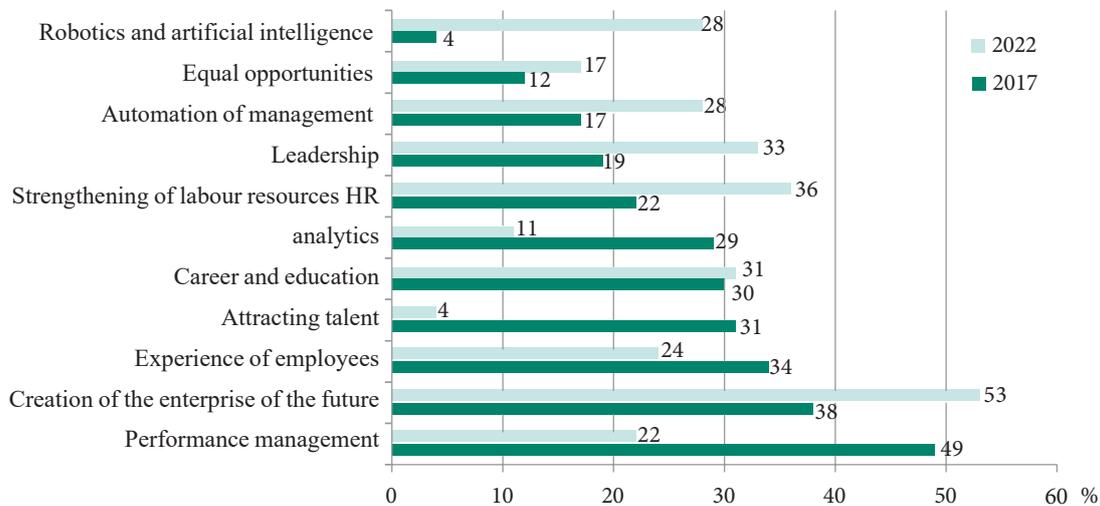


Figure 1. Dynamics of the most important trends in the development of personnel management

Source: compiled by the authors based on J. Schwartz *et al.* (2017)

At the same time, new challenges for HR management have emerged on the agenda of modern times due to technological and ideological changes. S. Cantrell *et al.* (2024) determined trust and sustainable human capital development as the most relevant. This study identifies seven global trends in human capital that demonstrate how the combination of business performance and people plays an important role in achieving entrepreneurial success. These trends include the following: ensuring human resilience;

increasing productivity; expanding transparency; overcoming the lack of imagination; developing digital gaming platforms; stimulating the development of microcultures in the workplace; and moving towards borderless HR.

Some of them are worth discussing in more detail.

1. Ensuring human resilience. When people thrive, businesses thrive. To be sustainable, businesses need to create value for all the people associated with them. Moving towards sustainable human development implies a parallel

change in the concept of human resource management. This requires systematic management decisions from enterprises to ensure that they create synergies of value for the people they affect in multiple dimensions. Based on the results of research conducted by Z. Ton (2017) and the analytical work of S. Cantrell *et al.* (2024), the following impact dimensions can be identified: staff (fair wages and long-term financial well-being; skills, employability and career opportunities; equity and addressing systemic causes of inequality; physiological and psychological safety; social, cultural and mental balance); potential employees (training and development of staff for future vacancies; enhancing human outcomes for external supply chain workers; enhancing human outcomes for contract or informal workers); society (improving public health, including the impact

of the environment/climate on health; creating “good jobs” for the economy (e.g., paying fair wages that meet a decent standard of living); positive impact on communities; contributing to equity for groups that have historically been marginalized by race, gender or other identities).

At the same time, according to the survey, the relationship between employees and businesses is becoming increasingly complex amid large-scale contradictions in society and the business environment. Only 43% of employees believe that their working conditions at enterprises are better than at the beginning of their employment. Therefore, employees identified growing business stress and the threat of human jobs being replaced by technology as the main challenges for businesses that promote human sustainability (Fig. 2).

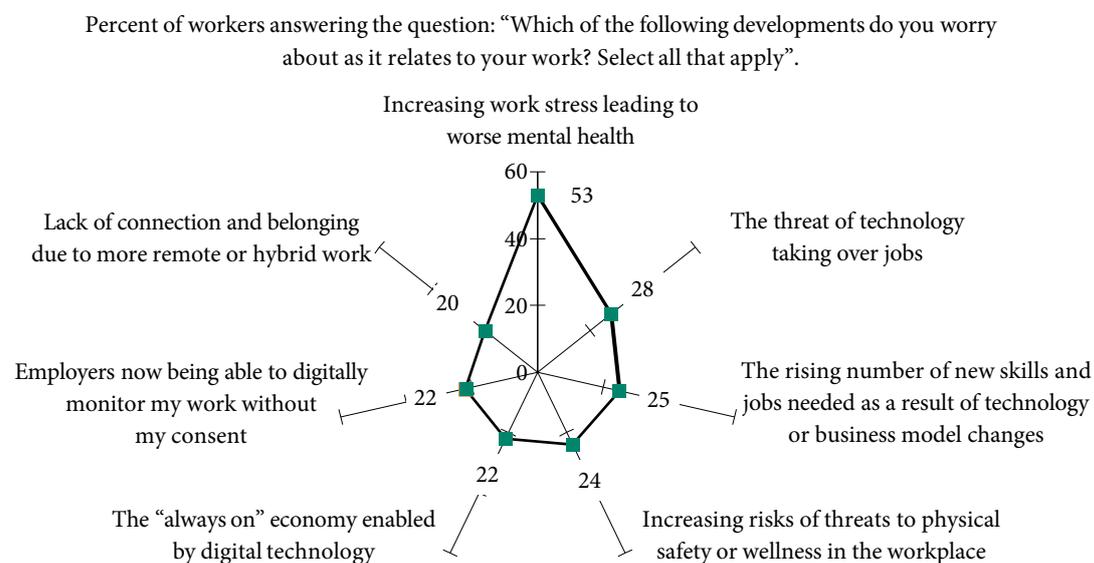


Figure 2. Workers identify top challenges to human sustainability

Source: S. Cantrell *et al.* (2024)

2. Increasing productivity and defining new indicators for assessing employee performance. As human performance takes centre stage, the question arises: are traditional performance measures sufficient? In the era of human-centric operations, modern database sources and artificial intelligence can help businesses move from measuring employee productivity to measuring human achievement. Therefore, to measure human performance, business results and human results should mutually reinforce each other. In this context, it is worth noting that “compliance with new global regulations on the use of personal data” entails excessive control over people through productivity indicators not only in their workplace but also in their private lives.

Therefore, from the perspective of human dignity, the representative indicators proposed by S. Cantrell *et al.* (2024) representative indicators should be treated with great care and caution, especially those that can be combined: 1) business results (customer satisfaction, efficiency, revenue growth and profitability, time to market and speed to market, innovation and its implementation, quality);

2) human achievements (employment opportunities and career growth, fair remuneration, ownership and belonging, physiological and psychological safety, personal goals and their content, gaining experience and skills, happiness and well-being). While artificial intelligence can be necessary for assessing, analysing and improving business and employee performance, it can also be damaging to people and an entity’s reputation if used inappropriately. Several researchers have expressed such views, drawing attention to the growing number of companies that are experiencing disputes with employees due to increased control. J.B. Leslie & K. Simmons (2023) note that “productivity paranoia – the fear that remote workers are unproductive – can lead to a state of surveillance and breach of trust, rather than management decisions aimed at achieving real workforce efficiency and productivity in modern workplaces”.

These trends are supported by enterprise surveys, which show that employees are loyal to the collection of additional data using familiar traditional technologies such as email or calendars but are mostly negative when it comes to

data collected using new technologies such as wearable devices and headsets. Only 9% of employees like the collection of personal data using neurotechnologies, 23% of employees like location tracking technologies, 23% like external

websites, and 28% like XR headsets (Cantrell *et al.*, 2024). At the same time, contrary to these staff sentiments, the majority of managers intend to implement such technologies for data collection in the coming years (Fig. 3).

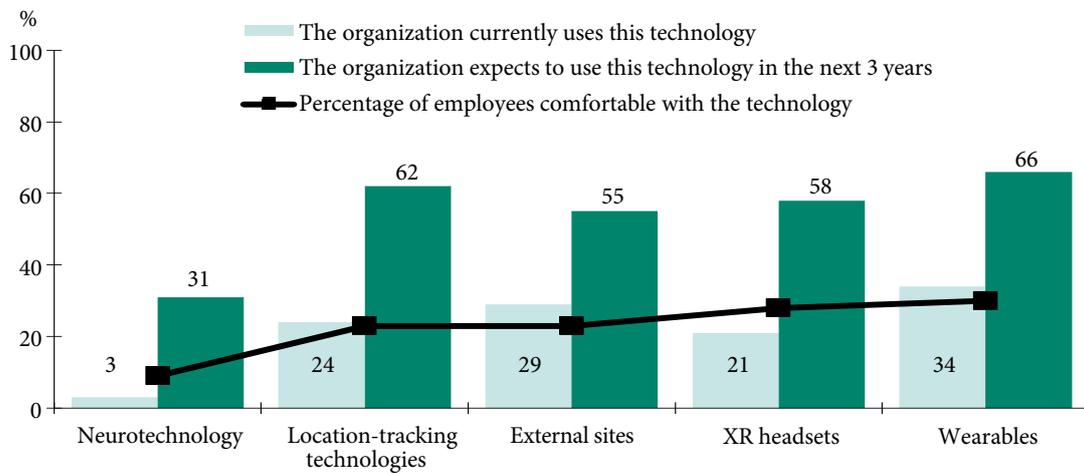


Figure 3. Employee attitudes toward data collection using emerging technologies and managers' expectations for their use in the next three years

Source: Beyond productivity: The journey to the quantified organization (2023)

Such an administrative approach can cause conflicts between management and employees and threaten trust within the enterprise and among stakeholders. At the same time, business owners and managers need to understand that people cannot and should not lose their rights and freedoms for the sake of economic relations or the most advanced technologies. Therefore, one of the main tasks of HR professionals is to establish responsible practices and limitations for the processing of personal data and artificial intelligence, as well as to plan preventive measures to address employee concerns about the use of new technologies in the process of collecting and analysing professional and personal confidential data.

3. The idea that instead of striving for a common corporate culture, businesses should create a “culture of cultures” tailored to the needs of business units or local teams, compatible with the values of the entire enterprise, is gaining traction in many HR academics. At the same time, most large enterprises have developed standards of a unified corporate culture, to which new employees should harmoniously join, realizing their intellectual, creative and professional potential based on the principles and models of behaviour established by the standards. It is worth focusing on the understanding and unambiguous interpretation of the following definitions: culture, corporate culture, organizational culture, labour organization, and microculture.

Culture is a way and consequence of human activity that reproduces personal and social existence in all its manifestations. For instance, H. Zakharchyn (2011) notes that this can be used to interpret it as an ethnically specific paradigm of life creation, which, accumulating certain knowledge, meanings, creative abilities and skills of the people in

material and spiritual values, sign systems, and so on, acts as a special way of being of a certain ethnic group concerning others. In this context, for an enterprise, culture is the “way things are done” in an organization – sustainable patterns of behaviour over many years, supported by shared practices and experiences, values and principles of the enterprise (Beyond productivity..., 2023).

In the process of development of social and labour relations at the enterprise, according to T. Kytsak (2008), corporate culture manifests itself as a complex and multifaceted system of values, beliefs, business principles, norms of behaviour, traditions, which becomes an important intangible resource of the enterprise, as it provides social ties, communicative and informational communication, harmonizes relations between employers and employees and thus significantly affects the efficiency and competitiveness of the enterprise. At the same time, as argued by H. Zakharchyn (2009), unlike corporate culture, organizational culture is a system of relationships that have developed in an organization based on accepted values, basic ideas and norms of behaviour necessary to fulfil its mission. Therefore, the concept of “organizational culture” refers to the degree of organizational ordering of the operational and management process of an enterprise and is only one element of the organization’s culture.

Most researchers in their definitions name the organization’s values as a component of corporate and organizational culture, so it can be argued that values are the core of corporate culture. Thus, when the scientific discourse refers to “common” values, such as innovation, teamwork, excellence and safety, which should form the basis for the development of microcultures in enterprises, it is a classic

description of the constituent elements of organizational culture. Such value elements may have a significant differentiation in practice when it comes to multi-sectoral enterprises, as well as those with many thousands of employees structured into hundreds of units or geographically diversified.

In this regard, the diversity of microcultures at an enterprise should be interpreted not as the presence or “fueling” of the development of different worldview beliefs, spiritual moral and ethical principles and norms of behaviour, linguistic, cultural or national identities and traditions among the enterprise’s personnel, but as the development of approaches to improving the organizational and operational processes of economic activity among multiple units and teams of the enterprise. This understanding will help develop the flexibility and efficiency of the company’s divisions, a certain autonomy of functions and teams, unlock the intellectual and knowledge potential of employees and enable them to quickly adopt best practices and integration results. This trend is supported by the survey results, which show that almost 71% of respondents say that focusing on individual departments and creative teams as the best environments to foster culture, consistency and flexibility is key to the success of their teams. At the same time, 50% of managers indicate that an organization’s culture is most successful when it has a uniform degree of variation (Cantrell *et al.*, 2024).

An important aspect of harnessing the potential of microcultures is to focus on their development. The fundamental focus of microcultures should be on the coordination and unification of their manifestations and practices (e.g., diversity of creative ideas, innovations, flexibility and individual work patterns, etc.) around a unified and recognizable corporate culture). The idea of cultivating different models of staff organization and practices to promote employee development, in the context of martial law and technological transformation, can have a positive impact on the experience and sustainability of enterprises. The reasons for the increase in the number of new models of labour organization are as follows:

- expanding opportunities for hybrid or remote work. According to J. Wood (2022), 70% of employees worldwide prefer a hybrid structure, which will require expanding opportunities for team interaction outside of offices. At the same time, O. Pickup (2023) notes that employees of hybrid teams create closer ties within their units, but lose proper connection with the enterprise as a whole;
- the emergence of operational practices specific to individual teams, departments or functions (differences in the type of employment (full-time or part-time), working conditions (on-site, hybrid, remote));
- complex and unclear procedures for approving innovative projects and processes, as well as management approaches and decision-making styles (command and control, decentralized, consensus-based, distributed);
- the need to implement a special approach to attracting or retaining the best talent and intellectuals (preserving

the unique culture of the newly acquired company in the process of mergers and acquisitions; ensuring freedom and flexibility);

- changes to work schedules, shift duration, working week, etc;
- the size of the company and its organizational maturity.

The existence and development of many microcultures in one local enterprise in the national economy will inevitably lead to the threat of internal disruption (destruction) of the system and several negative consequences in the future, in particular

- intensification of internal competition between such microcultures for the right to dominate, and thus overcome and displace the weaker ones;
- formation of informal groups and environments that are not united by common business goals and objectives;
- imbalance in the system of staff motivation and a diverse understanding of the meaning of “justice”, “discipline”, “order”, “responsibility”, “duty”, “right”, “freedom”; “patriotism”, etc;
- disorientation of managers and leaders of the enterprise between different local approaches and teams, which will make it impossible to agree and achieve common goals of the enterprise;
- loss of the enterprise’s identity and unity and recognition of the employer brand in the labour market and among stakeholders as microcultures spread (grow);
- disintegration of horizontal and vertical links between structural units, as well as an imbalance between control and empowerment in the management system;
- dynamic growth and sharpening of disagreements between employees of different departments (teams, branches), and between employees and management, which will impede the achievement of results for business and staff;
- increased external instability around the enterprise, as a developed corporate culture – a “monoculture” – is a safeguard against vulnerability to stresses under martial law and various ideological, economic and technological challenges.

Corporate culture should not be an internal barrier to achieving the company’s goals and developing individual teams, but a source of inspiration and satisfaction for employees’ needs to support the well-being and focus of staff development.

Therefore, it is necessary to integrate the life cycle of each new talent into the corporate culture of the enterprise, and not vice versa, creating a microculture for the life cycles of individual talents. Therefore, recruitment processes, such as hiring, performance management, and development, should be clear to potential talent upfront so that they can quickly adapt to the company’s unique corporate culture, functions, and location.

Given the analysed trends in human capital, the creation of responsible and harmonious human resource management systems for modern and future enterprises should be carried out in the following areas:

1. *Overcoming egocentrism, fostering a culture of balanced interests and harmonizing relationships.* The excessive promotion (dominance) of theories and practices of developing global and personal values, and social profiles, and expanding the boundaries of personal freedom of personnel in the business environment and personnel management indicates the construction of a present and future society in which a person must constantly strive to satisfy personal interests. Satisfaction of personal interests at the company, not outside of it – in private life. This approach is the absolute opposite of aristocratic morality, marked with the seal of honour, which is characterized by the ability to act for the benefit of others (God, faith, nation, state, society, community, team, teammates, brothers, ladies, neighbours) contrary to personal interests. Therefore, in the strategic dimension, the goals and objectives of the enterprise HRM system should be to foster a culture of balanced interests between the participants of the business process – employees, owners of the enterprise and society. Human resources management should be focused on the constant search for ways in which they can complement and enrich the enterprise, personal and social life, without constantly seeking to gain personal benefits and enrichment at the expense of others.

2. *Filling professional and personal space with thinking, not information.* One of the problems of employees in post-industrial enterprises is the consumption of large amounts of unnecessary information that overwhelms their professional and personal space, leaving no room for thinking. The achievements of lifelong learning should be applied during active periods of work between regular professional development and staff training. Most employees involved in such constant processes of “learning for the sake of learning” do not have time to consciously apply the acquired knowledge and turn it into experience. However, over time, they realize that this knowledge is not useful to anyone, it has not changed the operational and management process at the enterprise (unit) and has not affected the level of their remuneration for their work. Such work is no longer productive. It creates an environment of simulacra, where “everyone has to be in business” and “be a leader”. Thus, according to J. Baudrillard (1994), humanity is losing touch with reality and enter the era of hyperreality – when the picture is more important than the content, the document (diploma, certificate) is more important than knowledge, and the connection between objects, phenomena and signs has long been broken. In the activities of enterprises, a system is being scaled up, the law and purpose of which is the production and overproduction of only certain words, signs and symbols (rituals). In this system, “information devours itself” – it destroys communications, social, human, true and national. The creation and dissemination of “information for the sake of information” staged communications, creating “illusions of communication and understanding” as well as thinking. Meaningless “knowledge” is accumulated that does not help to create anything real, material or spiritual – it does not bring any benefit to the subject of its possession.

This boom in “pumping information” on individual skills and functions is an attempt to direct the thinking of staff into a mechanistic plane and to show that individual elements of the whole process (enterprise) are linked by the principle of determinism and can exist independently of each other. That is, a specialist with a mechanistic (fragmentary) mindset sees only individual processes, events, and functions at an enterprise or in a department. Instead, it is necessary to develop holistic thinking among specialists so that they can build the most complete picture of what is happening at the enterprise, identify the links between production processes and management decisions, very different phenomena of the enterprise’s external environment, situations, events – their holistic perception of the business entity.

3. *Overcoming internal misunderstandings and a spirit of disagreement.* One of the threats to the development of socio-economic systems (enterprises, states) is internal misunderstandings and a spirit of disagreement. Aggravation of contradictions between different generations of employees regarding the role and importance of corporate culture and attempts to make it a secondary issue in business development, aggressive imposition of “progressive views” on various topics (gender ideology and sexual identity, etc.) on the vast majority of Christian workforces, ignoring the state language in business documentation and during training and education for mono-ethnic teams, a high level of bureaucracy and an overly complex staff evaluation system, as well as an unjustified gap in salaries and remuneration between management and employees, are among the main causes of disruption in modern organizations. Therefore, the leading idea is to maintain the unity of the company’s staff at all costs, based on the fundamental ideological principles of organizing the management process, without interfering with the private life of employees outside the company. This unity of teams should be built, first, based on national consciousness, for Ukrainian enterprises based on Ukraine-centricity, respect for the state, laws, national security, fair remuneration, moral values and national traditions of the region, decent attitude to people of different generations, and corporate culture.

4. *Personal and team discipline and responsibility.* Discipline helps learn fear, risk, danger, laziness, indifference, and bad habits control. Discipline can help develop a responsible personality and achieve harmony in professional and private life. Discipline is a combination of freedom and responsibility; it is the potential for inspiration.

Therefore, it is important to create human resource management systems aimed at overcoming egocentrism and maintaining a culture of balanced interests among business stakeholders. Filling professional and personal space with thinking is a key aspect of staff development, as it helps to avoid information overload and the creation of an environment where knowledge does not translate into action. Overcoming internal misunderstandings and teaching the team discipline and responsibility are important steps in maintaining unity and efficiency in an organizational environment.

CONCLUSIONS

In the modern environment, companies are transforming their HR management systems to expand the scope of human capital development in line with the challenges. The analysed statistical information on long-term and chaotic migration of the population, internal displacement of enterprises and personnel, and mobilization of the population in Ukraine confirmed the need for new security measures and employee motivation and became the basis for the formation of directions for promoting staff unity and development under martial law. The emergence of new challenges for HR management caused by global trends in the field of human capital on the agenda today necessitates the development of the latest HR management tools. Accordingly, the article examines the role of people in achieving entrepreneurial success through the prism of ensuring human sustainability, productivity growth and the spread of microcultures in the workplace.

The dynamics of the processes show that effective HR management involves cultivating different models of organizing staff work and practices to promote employee development, in the context of martial law and technological transformations, which should have a positive

impact on the experience and stability of enterprises. Therefore, to develop positive trends in human capital, it is necessary to create responsible and harmonious human resource management systems for current and future enterprises. In the applied aspect, it is advisable to overcome egocentrism and foster a culture of balanced interests, fill professional and personal space with thinking, overcome internal misunderstandings and the spirit of disagreement, accustom yourself and your team to discipline, and avoid staff dependence on technology or economic relations on the way to progress. Prospects for further research will be the formation of an effective system of social guarantees and job security for different categories of personnel of enterprises in the context of the digitalization of the economy, ensuring conditions for their free professional development, and maximizing the creative potential of each employee.

None.

None.

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CONFLICT OF INTEREST

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Управління персоналом підприємств в умовах воєнного стану, соціокультурних та технологічних викликів

Анотація. У статті розглядаються питання, пов'язані із розвитком системи управління персоналом у сучасних умовах, зумовлених воєнним станом в Україні та соціокультурними й технологічними викликами, які стимулюють потребу вдосконалення розвитку корпоративної культури та утвердження стійкості людини. Важливість ефективного реагування на ці запити актуалізує в теоретичному та прикладному аспекті окреслення предметного сегменту інструментарію HR-управління та його застосування. Мета статті полягає у висвітленні безпекової проблематики в управлінні персоналом та окреслення напрямів забезпечення стійкості людини на підприємстві в сучасних умовах. Для досягнення поставленої мети у статті використано такі методи: аналізу і синтезу; системний метод; групування та узагальнення; експертних суджень; статистичний метод та опитування. У результаті дослідження виокремлено основні чинники впливу на ефективність управління персоналом в умовах воєнного стану та суперечності щодо сталого розвитку персоналу. Сформовано головні напрями сприяння єдності та розвитку персоналу підприємств в умовах воєнного стану. Проаналізовано глобальні тенденції в сфері людського капіталу та поєднання результатів діяльності підприємств і людей у досягненні підприємницького успіху за такими критеріями: забезпечення стійкості людини; зростання продуктивності; стимулювання розвитку мікрокультур на робочому місці. Обґрунтовано, що наявність і розвиток багатьох мікрокультур на одному локальному підприємстві в національній економіці неодмінно призведе до загрози внутрішнього розладу (руйнування) системи та низки негативних наслідків у майбутньому. У результаті дослідження сформовано напрями творення відповідальних та гармонійних систем управління персоналом для сучасних і майбутніх підприємств. Висновки, які отримано за результатами дослідження, мають теоретичне прикладне наповнення і можуть бути корисними для суб'єктів господарювання при розробленні стратегій розвитку персоналу та удосконалення корпоративної культури, як джерела творчого натхнення і задоволення потреб працівників

Ключові слова: дистанційне управління; командна робота; культура; продуктивність; залучення талантів; мікрокультура