

**CRISIS MANAGEMENT OF PERSONNEL UNDER
MARTIAL LAW ON THE BASIS OF A
COMPLEMENTARY APPROACH**

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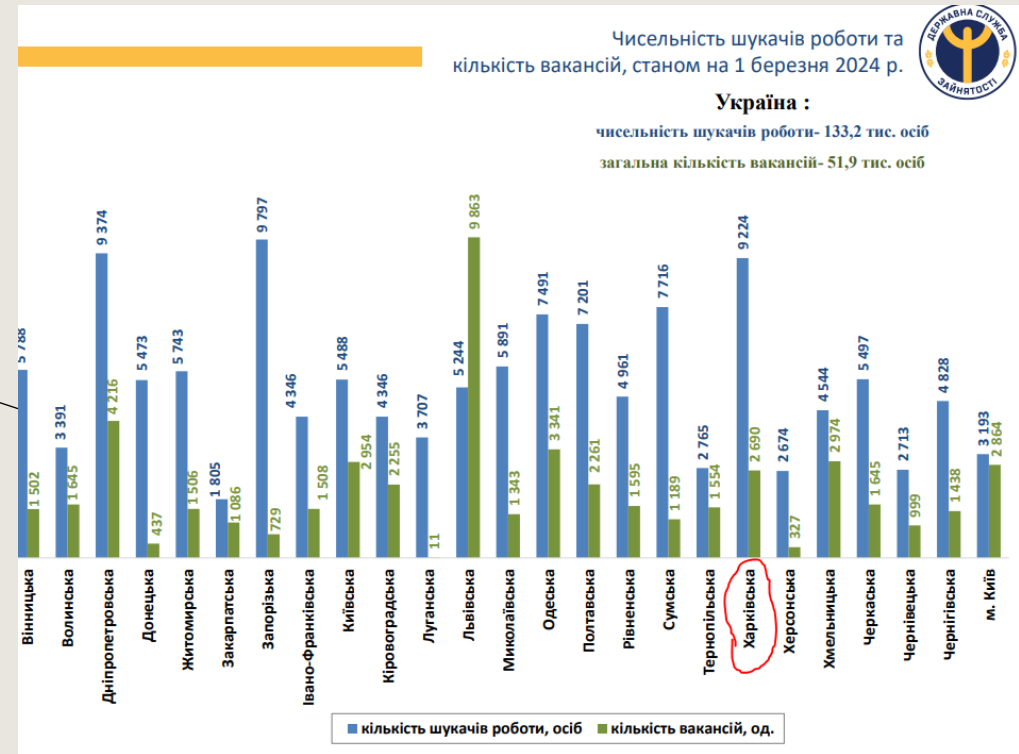
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*PhD in Economics, Associate Professor **Olena BUTENKO***

Human flight and brain drain index)

	Place	Score
Australia	177	0,4
Sweden	176	0,6
Canada	174	0,8
Denmark	172	1,0
Singapore	167	1,6
Austria	164	1,7
USA	163	1,8
UK	157	2,4
South Korea	143	3,4
China	137	3,5
Poland	115	4,6
Ukraine	81	5,9
Peru	80	5,9
Bolivia	78	5,9
Pakistan	79	5,9

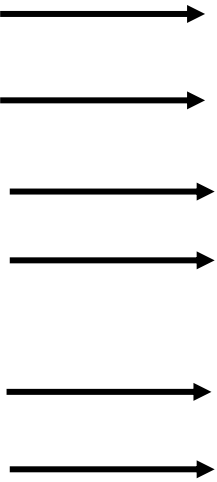
Number of job seekers and number of vacancies as of January 1, 2024



<https://dcz.gov.ua/>

<https://razumkov.org.ua/images/2023/05/09/2023-MATRA-I-KVARTAL-5.pdf>

MOST UKRAINIAN ENTERPRISES:

- carried out a mass transfer of employees to forced remote work
 - stopped recruiting and training personnel, reduced bonus payments, and optimize staff, which mainly consists of reducing key workers
 - there was a partial relocation of the business to the west of Ukraine or abroad
- 
- shortage of personnel in vital areas of the labor market, especially in areas of active hostilities
 - increasing the number of employees with disabilities, increasing the supply of women in the labor market
 - there is an outflow of qualified personnel
 - decrease in the level of staff motivation
 - decrease in initiative in solving production tasks
 - the emergence of a confrontation between staff and management

The Need to Develop Social and Psychological Competence
of Crisis Management Entities

- Problems
- negative changes in the Ukrainian labor market; uncertainty of psychological and socio-psychological ways to overcome crisis phenomena
- discrepancy between the high need for social and psychological knowledge about crisis management of personnel and the insufficient socio-psychological development of this problem
- the need to develop the socio-psychological competence of the subjects of crisis management and the insufficiently developed information basis of this development

ascertain

THE IMPORTANCE AND PLACE OF SOCIO-PSYCHOLOGICAL FACTORS IN THE COMPOSITION OF COMPLEMENTARY ASSETS IN ANTI-CRISIS

MANAGEMENT SOCIO-PSYCHOLOGICAL ASPECTS OF ANTI-CRISIS MANAGEMENT OF PERSONNEL OF ENTERPRISES UNDER MARTIAL LAW

complementary approach

$$E_{\sigma} = f \{M, C, S, O, IT\}$$

Methodology (M)

- Technology (T)
- Processes (P_r)
- Regulations (R_e)
- Standards (S)
- Norms (N)

$$M = \{T; P_r; R_e; S; N\}$$

Communications
(C)

- Contracts (K)
- Partners (P_a)
- Links (Z)

$$K = \{K; P_a; Z; \}$$

Staff (P)

- Quantity (Q)
- Motivation (M_n)
- Qualification (K_b)
- Socio-psychological Components SP (Social + Psychological components)

$$\Pi = \{Q; M_n; K_b; SP; \}$$

Organization (O)

- Structure (St)
- Coordination ©
- Authority (Π_B)
- Responsibility (B)
- Roles (P)

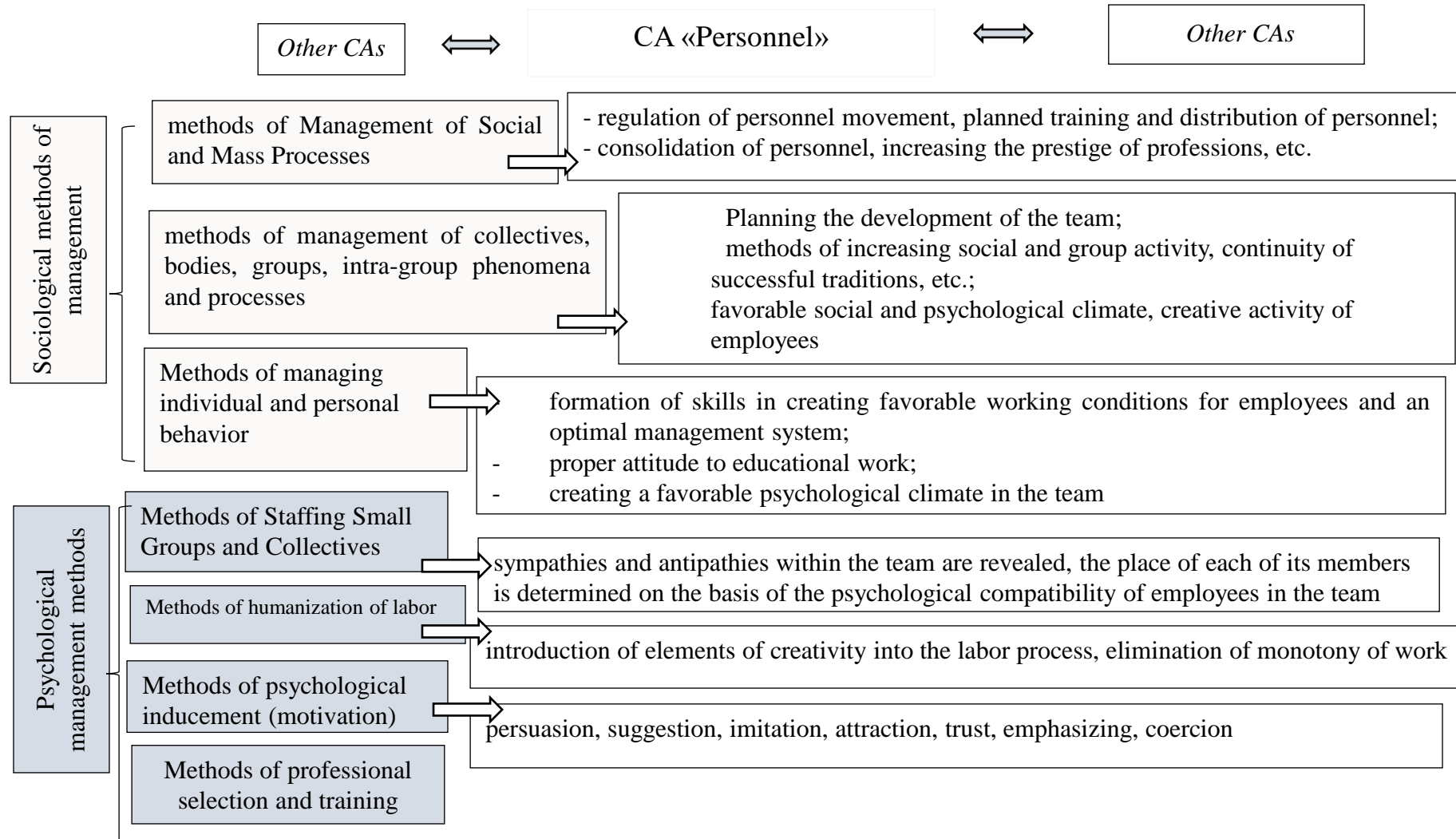
$$O = \{St; C; \Pi_B; B; P\}$$

IT Assets (IT)

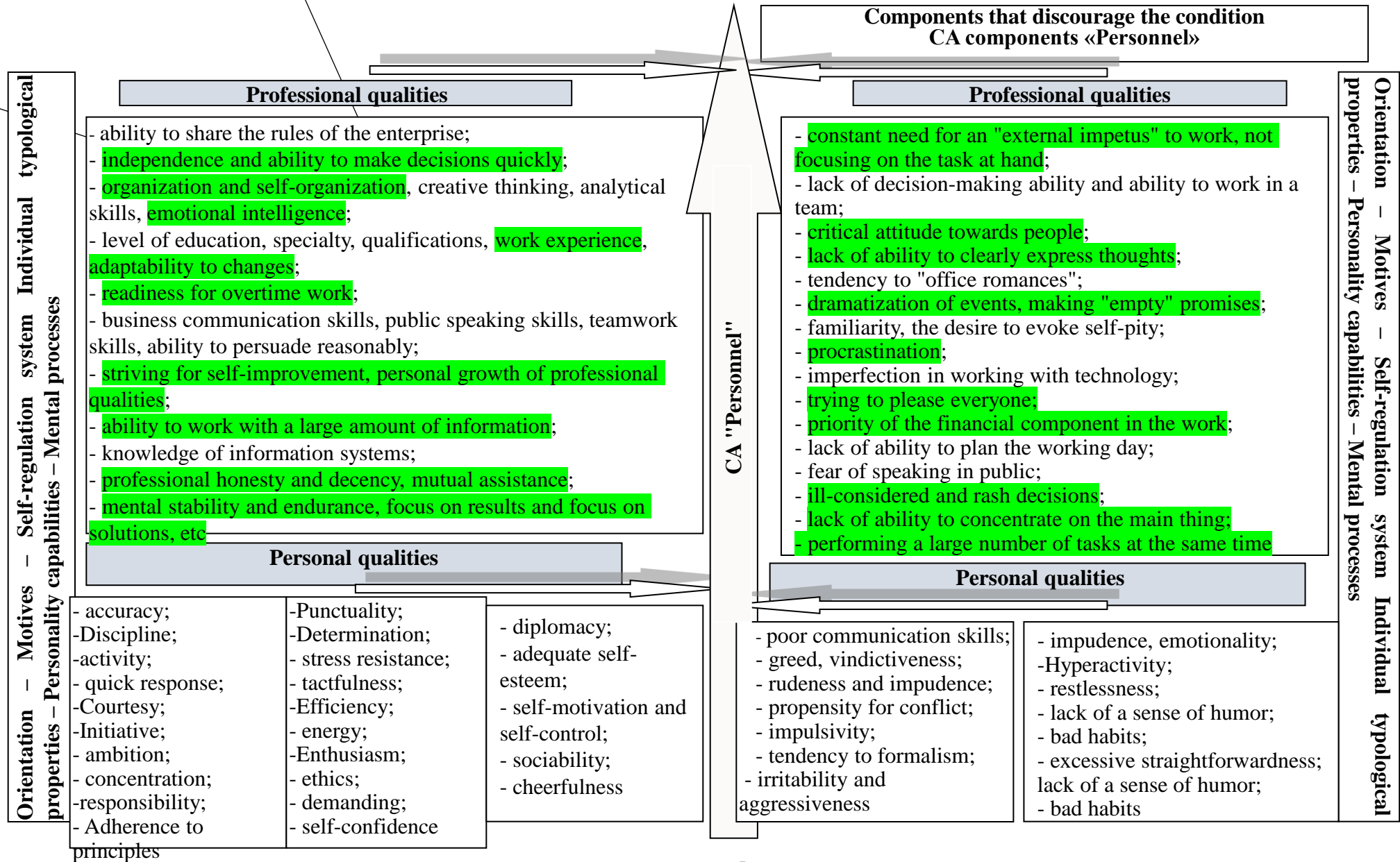
- Information (I)
- IT services (Itc)

$$IT = \{IT_c; IT\}$$

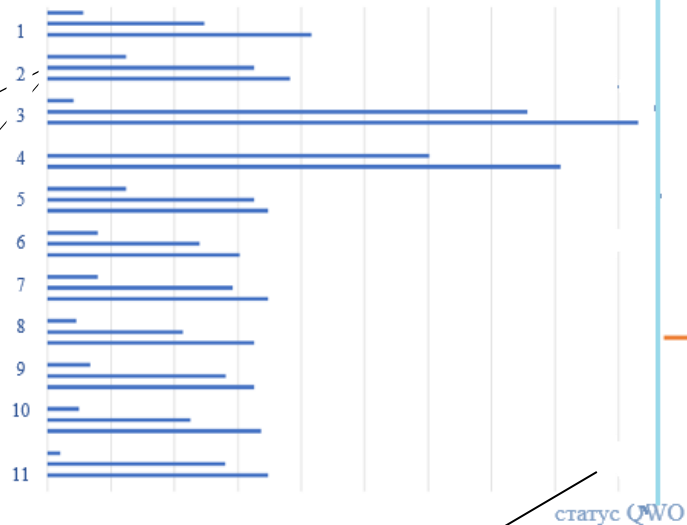
The structure of socio-psychological methods in the "Personnel" component of the spacecraft



Model of Influence of Professional and Personal Qualities on CA "Personnel"

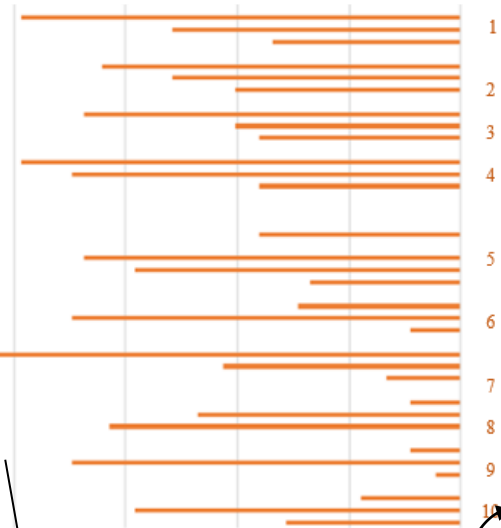


Professional qualities that stimulate CA Personnel



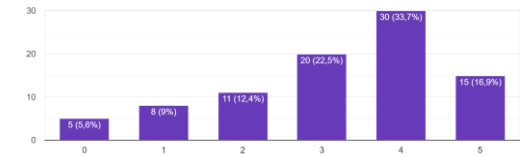
84.97

Professional qualities that discourage SA Personnel



66.23

Як Ви оцінюєте свою здатність до ефективної організації робочого часу та завдань в умовах стресу та невизначеності? (Оцініть за наведеною... "зовсім не змінилася", 5 - "дуже змінилася") 89 відповідей

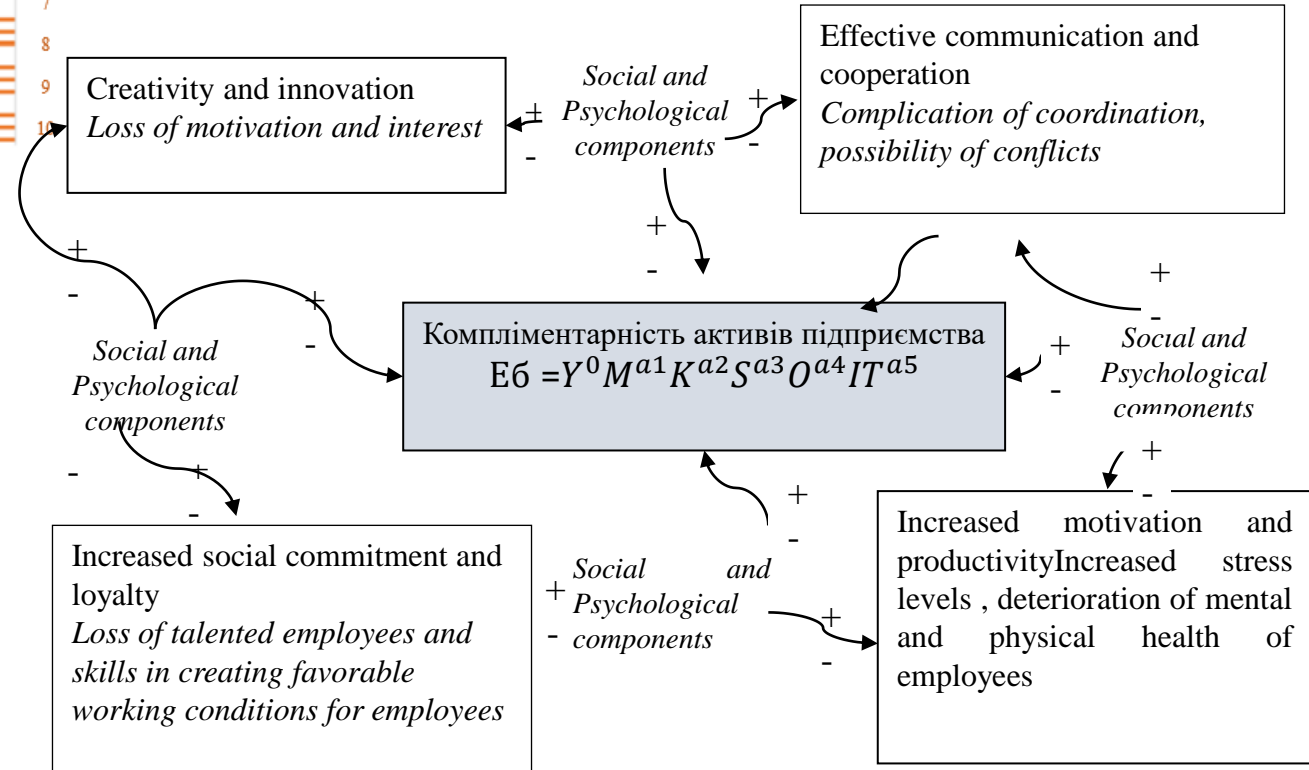


The relationship between socio-psychological components and complimentary assets

to estimate the change in the asset Personnel uses the Cobb-Douglas function as:

$$E\delta = Y^0 M^{a1} K^{a2} S^{a3} O^{a4} IT^{a5}$$

Where: Y - output/service, M - methodology, K - communications, P - personnel, IT - assets, Y₀ and α_i - model parameters, $i = (1, 4)$



THE INTERRELATION OF THE DEVELOPMENT OF SOCIO-PSYCHOLOGICAL COMPONENTS IN THE STRUCTURAL-COMPLEMENTARY APPROACH TO ENTERPRISE CRISIS MANAGEMENT

Social and psychological components CA

Creativity and innovation

Loss of motivation and interest

Increase social commitment and loyalty

Loss of talented employees and skills in creating favorable working conditions for employees

Increase the level of motivation and productivity

Increased stress levels, deterioration of mental and physical health of employees

Effective communication and cooperation

Complication of coordination, possibility of conflicts

Structural-complementary approach to changes in social and psychological components

Preferring to reduce organizational levels of management rather than cutting jobs

Formation of an effective team of employees whose motivation is not limited to financial and material incentives

Control over the standardization of working hours

Providing access to resources and programs for distance learning and self-development, which helps to maintain morale and professional growth in the context of military conflict

retaining the core of the staff

Implementation of measures to stabilize the newly created organizational structure and support staff



**THANK YOU FOR YOUR
ATTENTION**