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PSYCHOLOGICAL AND SOCIAL-COMMUNICATION ASPECTS OF HR MANAGEMENT CAREER IN WARTIME, INCLUDING STRESS, MOTIVATION, WILL AND EFFICIENCY OF WORKING CONDITIONS

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Psychological and Social-Communication Aspects of HR Management Career in Wartime, Including Stress, Motivation, will and Efficiency of Working Conditions

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Abstract

The initiation of a full-scale invasion of Ukraine by the Russian Federation, coupled with the imposition of martial law, has prompted a paradigm shift in the comprehension of psychological and socio-communication dimensions inherent in the management of human resources. This underscores the significance of the present work. The primary objective of this study is to conduct a thorough examination of stress, motivation, will, and the efficacy of working conditions as integral components constituting the psychological and socio-communication facets of HR management during wartime. The article employs methodological approaches such as analysis, synthesis, scientific generalization, and the formal logical method.

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The business landscape in Ukraine, under the constraints of martial law, is marked by diminished production volumes, logistical and supply chain challenges, and financial constraints. In this pivotal juncture, human resources (HR) management necessitates the systematic implementation of planning, organization, motivation, control, and regulation. Presently, structural adjustments in HR management encompass elements such as flexible management, decentralization, integration, privatization, heightened innovation, organizational workflow optimization, and enhancement of the quality of working life. Furthermore, there is a noticeable escalation in individuals' interest in self-management. Motivating personnel amid a military conflict poses inherent challenges, given that warfare induces stress, anxiety, and restlessness among employees. Stress, in a general sense, constitutes the body's defensive response to threats or tension, and its adverse impacts on HR management become particularly pronounced in the context of military conflicts, where these factors synergistically manifest.

Keywords: networking, psychology of HR management, career strategies, career during the war, stress, motivation.

Introduction

The exigencies of martial law necessitate a meticulous consideration when formulating personnel planning. A critical aspect involves revisiting the HR strategy, with a specific emphasis on ensuring the safety and security of the staff while concurrently sustaining productivity levels. It is judicious to recalibrate workloads, reassess employee objectives, and, where feasible, implement employee rotations to align with alterations in tasks. Additionally, the selection of effective training methodologies, such as coaching, e-learning, and self-directed study, assumes paramount importance and should be tailored to suit the prevailing circumstances.

Constrained financial resources compel numerous companies to curtail or cease training initiatives. However, the significance of training persists, particularly in the context of retaining personnel possessing essential skills. Martial law conditions dictate a shift towards on-site training, leveraging colleagues or managers as mentors. This approach facilitates the retention of competent staff, mitigating the recurrent necessity of recruiting new employees—an exigency faced by many companies. The quality of personnel emerges as a pivotal determinant of a company's success, with the professionalism and personal attributes of employees playing a pivotal role. Consequently, the preservation of competent staff assumes priority under such circumstances.

Literature Review

Yang, Chen & Huang (2022) conducted a study focusing on the strategy for alleviating staff anxiety within the realm of human resources (HR) management in colleges and universities.

Lawn, Roberts, Willis, Couzner & Mohammadi (2020) collaborated on a scientific paper conducting a systematic review of qualitative studies assessing the effects of emergency medical service work on the psychological, physical, and social well-being of emergency personnel. Meanwhile, Brooks & Greenberg (2022) conducted a systematic review of the scientific literature, examining the mental health and psychological well-being of maritime personnel. Mukhtar's (2020) study is intriguing as it delves into the mental health and psychosocial dimensions of the coronavirus outbreak in Pakistan, with a focus on psychological intervention for addressing the public mental health crisis. Colquitt, Hill & De Cremer (2023) have dedicated their work to matters within the domain of personnel psychology. Babalola & Aigbavboa (2022) have explored the assessment of communication features in human resource management practices within Lagos State, Nigeria. Wæraas & Dahle (2020) have contributed to the understanding of the relationship between reputation management and HR management.

Chelladurai & Kim (2022) conducted a study addressing human resource management issues in sports and recreation. The book authored by Stone, Cox & Gavin (2020) comprehensively examines general aspects of human resource management.

Mohammad, Darwish, Singh & Khassawneh (2021) contributed to the literature on human resource management and organizational performance by examining the mediating role of social exchange. Stahl, Brewster, Collings & Hajro (2020) are specialists focusing on augmenting the role of human resource management in corporate sustainability and social responsibility, adopting a multilateral and multidimensional approach.

Noe, Hollenbeck, Gerhart & Wright (2020) authored a paper addressing the fundamental principles of human resource management. Laužikas & Miliūtė (2020) explored the impact of human resource management on the sustainability of high-tech companies in Lithuania and South Korea. In turn, Wahyoedi, Suherlan, Rijal, Azzaakiyyah & Ausat (2023) delve into the introduction of information technology in human resource management, employing the technology implementation model and the diffusion of innovation theory.

Pérez-Conesa, Romeo & Yepes-Baldó (2020) conducted a characterization of the impact of human resource management policies and systems in the context of the labor integration of individuals with disabilities in Spain. Meanwhile, the author team comprising Amrutha & Geetha (2020) conducted a systematic review of the social sustainability implications associated with human resource management.

The distinctive focus of Zhang, Wang & Jia (2022) revolves around socially responsible human resource management and its correlation with enhancing employee well-being.

Salas-Vallina, Alegre & López-Cabrales (2021) addressed the challenges associated with enhancing the well-being and efficiency of employees as a strategy within human resource management. Kuzmin, Kuzmina & Ivanchenko (2017) delved into the psychosocial trajectories of orphans and individuals deprived of parental care. The examination of the career strategy approach was undertaken by Kuzmina, Karpenko & Tabunshchuk (2020).

Additionally, Kuzmin, Gugin, Stashuk, Kudinova & Chervonenko (2022) delved into the modeling of career strategies tailored for individuals from diverse social groups.

Hence, it is evident that the existing research on Human Resource Management (HRM) theory encompasses diverse facets of HRM, including the management of police officers, colleges and universities, ambulance personnel, maritime personnel, and more. However, it is noteworthy that the reviewed works do not explicitly address HRM during wartime.

Methodology

The article employs various research methods, including the method of analysis, synthesis, scientific generalization, and the formal logical method. The method of analysis facilitated a thoughtful examination of key components within the psychological and socio-communication aspects of HR management during wartime, encompassing stress, motivation, will, and the efficiency of working conditions. The method of synthesis was instrumental in providing a comprehensive presentation of the evolution of human resource management (HRM) approaches during martial law. The method of scientific generalization played a pivotal role in establishing the doctrinal foundation of the work. Furthermore, the formal and logical method was applied when scrutinizing the concept of “HR management.” Data for this study were collected using an online questionnaire for employees of 5 companies with public and private form of management. The following criteria are included in the questionnaire: a sense of security, career growth, a high level of salary, stable pay, assistance in finding housing, flexible work schedule. Research results are presented using graphic methods. Methods of generalization and systematization were used for formulation the conclusions.

Instruments

Four hundred copies of the questionnaire were distributed to employees, and 379 valid copies were retrieved and analyzed. There were 3 companies with a private form of management and 2 with a state one.

Results

Ukrainian businesses are currently navigating a pivotal phase amidst martial law, characterized by diminished production, logistical and supply chain challenges, and financial constraints. Given the integral role of employees in these critical business processes, effective management of human resources has assumed heightened significance. In the backdrop of the crisis and martial law, there is a necessity to reevaluate the functional model of human resource management at enterprises, considering the constraints of limited finances and crisis conditions (Nazarko, Kantsur & Poznanska, 2022). A functional approach to human resource (HR) management, encompassing planning, organization, motivation, control, and regulation, is recommended. During martial law, the emphasis should shift from rationalization to the preservation and retention of HR management. This approach facilitates the analysis of planning, organization, motivation, control, and regulation functions in personnel activities with the objective of retaining employees (Zaichenko & Kuznietsova, 2015).

Human resource management constitutes a pivotal facet of enterprise management. Methodologically, this domain is characterized by a distinct conceptual framework with delineated characteristics and performance indicators, along with proprietary procedures and methods. These methods encompass evidence-based approaches, experimental methodologies, research methods, and the analysis of work content tailored for various types of personnel (Stone, Cox & Gavin, 2020).

In the contemporary economic landscape, structural changes exert a direct influence on HRM practices. These changes are evident in the adoption of flexible management, decentralization, integration, privatization, heightened innovation, labor organization, improved quality of working life, and a growing interest among individuals in their self-management (Nazarko *et al.*, 2022).

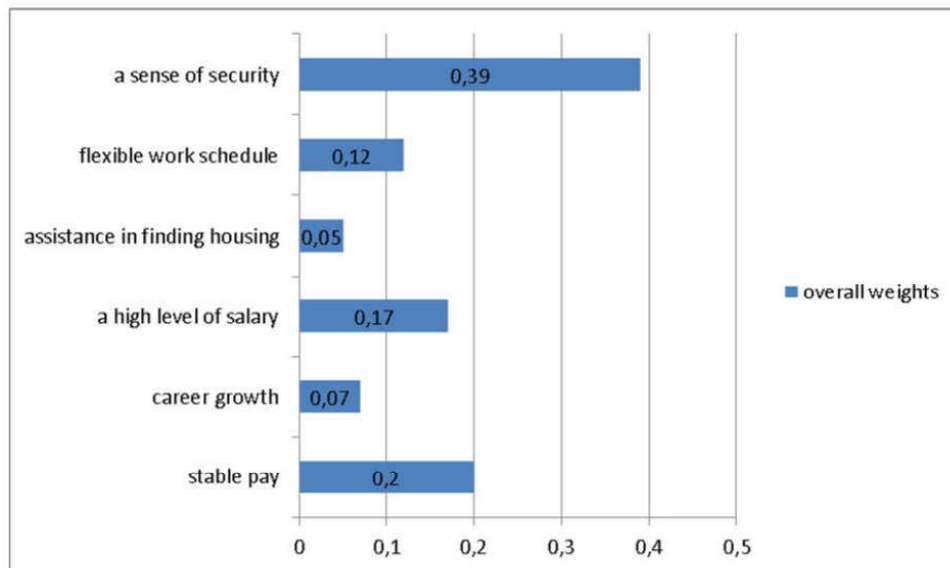
A literature review of the management concept reveals its comprehensive nature, encompassing all actions and decision-makers involved in processes such as planning, evaluation, project implementation, and control.

Therefore, human resource management (HRM) is identified as a managerial endeavor directed towards accomplishing the goals of a company or business. This involves leveraging the labor, experience, and talents of individuals while considering their job satisfaction.

Martial law denotes a phase in a country's existence wherein authorities are compelled to exercise heightened control and curtail certain freedoms of citizens. This situation introduces challenges and predicaments that impinge upon the quality of management. Under such circumstances, organizational managers may encounter constraints on their decision-making and actions, resulting in slower and less efficient management processes. Martial law creates exceptional conditions that may disrupt the functioning of organizations. For instance, restrictions on traffic and transportation may complicate the supply of goods and services,

subsequently diminishing their demand. This period is also prone to heightening uncertainty and risks in the economy, potentially leading to reduced investment and business development. These circumstances have repercussions on the quality of management, particularly concerning strategic planning and decision-making (Zhosan & Kyrychenko, 2022).

The answers of online-questionnaire for employees are represented in Figure 1.



Source: Compiled by the authors based on (Ministry of Finance of Ukraine, 2023)

Figure 1. The overall weights of priority factors in employee motivation

The imposition of martial law in Ukraine has brought about significant changes in the realm of human resources management. There has been a notable shift in focus towards ensuring the safety and well-being of individuals. In circumstances where lives are at risk, the priority has transitioned to the necessity of relocating to secure places or providing essential resources such as water, food, and medicine to family members. Work assumes a diminished priority in this context. Presently, for those fortunate enough to be in conditions offering greater security, the paramount concern is the aspiration for stability. While career advancement was previously a predominant focus for many, the primary concern for a considerable number of individuals now is having employment in general and attaining financial stability for both themselves and their families.

The imposition of martial law can influence the quality of management through constraints on freedom of action and decision-making, emergency circumstances, and an unstable political and economic environment. Nonetheless, organizations that engage in preparation and exhibit swift and effective responses to such

situations stand better positioned to uphold high-quality management practices (Nazarko *et al.*, 2022).

Motivating staff during a military conflict poses challenges, given that warfare induces stress, anxiety, and restlessness among employees. Nonetheless, ensuring the effective functioning of critical services and organizations during conflict is imperative. Leadership plays a vital role in this context by demonstrating support and empathy for employees during wartime, fostering a sense of belonging and mutual support. Furthermore, effective leadership involves providing essential material resources and tools for optimal work performance, including measures to ensure safety, along with appropriate salary (Zhosan & Kyrychenko, 2022).

During times of war, employees may necessitate acquiring new knowledge and skills. Consequently, it is paramount to ensure their training and development, enabling them to adeptly confront diverse challenges and fulfill their duties. Moreover, fostering conditions conducive to collaboration and communication among employees is a vital component. This contributes to effective coordination and real-time problem-solving amidst the challenges posed by wartime circumstances (Mekshun, 2023).

The primary objective of a rational work and rest regimen is to uphold an optimal level of human performance, contingent upon internal and external factors, workload, motivation, professional training, and emotional state. Labor productivity is intricately tied to physiological performance, which is governed by the human body's capacity to withstand varying workloads.

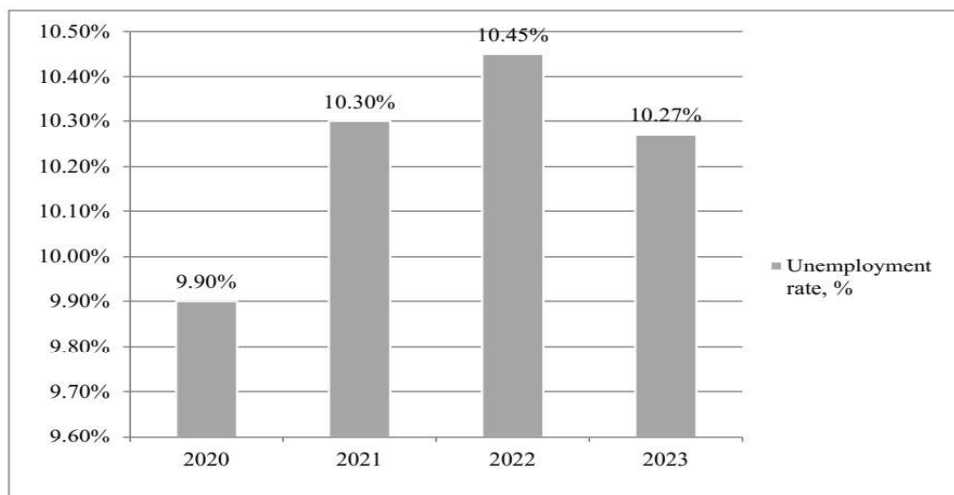
Stress management encompasses measures aimed at preventing stress and facilitating the recovery of an employee following its occurrence. It involves the examination of the internal state of an individual and their interaction with others. Stress is considered a protective physiological response to threat or tension, with potential negative implications for HR management, particularly during a military conflict when these factors are compounded. (Kudelia & Yakovenko, 2023).

The progression of stress can be delineated into several stages: the anxiety stage, characterized by a persistent sense of unease regarding a stressful situation; the stage of resistance, during which an individual adapts to stress; and the stage of exhaustion, where prolonged stress can lead to both physical and psychological fatigue, resulting in diminished performance.

Psychologists advocate for either the elimination of the stressor or the development of adaptive strategies to cope with it. Considering the prolonged duration of martial law, it becomes crucial for Ukrainians to adapt to the new conditions and acquire coping mechanisms for stress, which has the potential to induce psycho-emotional and physical disorders. Such disorders may encompass heightened aggressiveness, irritability, diminished satisfaction, difficulties in concentration, and cognitive impairments. The physiological effects of stress, involving the release of adrenaline, may adversely impact the heart, contribute to gastrointestinal issues, trigger skin rashes, and potentially result in insomnia (Zhosan & Kyrychenko, 2022).

In numerous instances, stress can precipitate panic attacks marked by a sudden surge in fear and anxiety, coupled with disturbances in heart rate, tremors, a sensation of suffocation, sweating, nausea, and other symptoms. Psychological traumatization during war can result in cognitive and emotional disorders attributed to the impact of the stress hormone cortisol, which adversely affects memory and concentration (Mekshun, 2023).

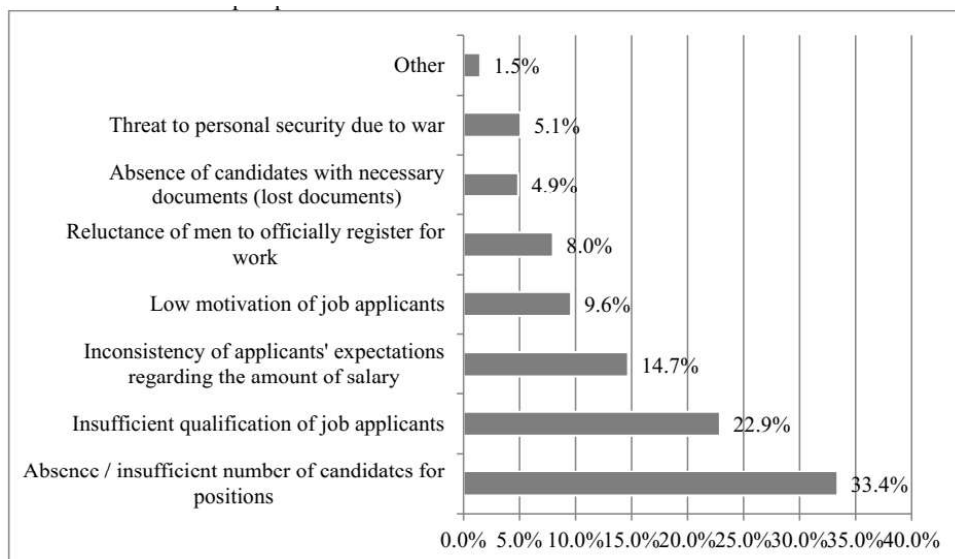
During times of war, people are forced to adjust and diversify their income streams, such as by finding additional work, honing skills for new fields, or helping with family businesses and agricultural endeavors. In addition, at this time, the population should be careful about their spending, understand the fundamental principles of financial planning and budget management, and also look for ways to save and use funds carefully. The cyclical nature of changes in the unemployment rate indicates the intensifying competition in the labor market (Figure 2). In the conditions of the growing number of unemployed, people are fighting for limited employment opportunities, and in the conditions of decreasing demand for specialists of a certain profile, retraining and the search for new fields of activity become urgent needs. In addition, the rapid change in the structure and dynamics of employment in the country leads to lower wages and worse working conditions for many people, which develops social problems such as increasing income inequality and increasing tension in society. Such a situation directly affects the level of stress and psychological comfort of the population, since martial law, possible loss of property due to military actions, increased unemployment, additional shifts or part-time work due to reduced wages, etc. create a feeling of uncertainty and anxiety about the future.



Source: Compiled by the author based on (Ministry of Finance of Ukraine, 2023)

Figure 2. Dynamics of changes in the unemployment rate according to the ILO methodology

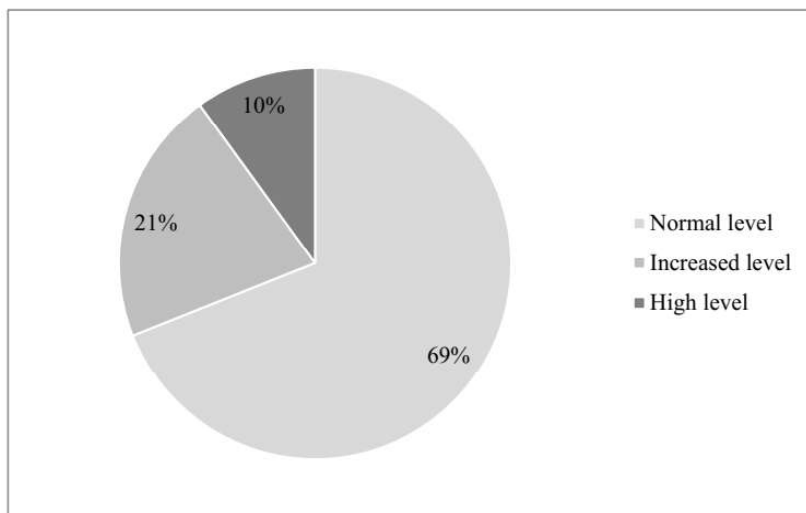
Despite such an increase in unemployment, a decrease in financial well-being, and a reduction in wages, it is also worth noting that 10% of employers noted the low motivation of applicants for work (Figure 3), which indicates that despite the need for labor, companies have problems attracting interested and motivated candidates. This is due to various factors, such as a low salary offer, uninteresting working conditions or unclear career prospects.



Source: Compiled by the authors based on (Sudakov & Lisohor, 2023)

Figure 3. Assessment of the difficulties of recruiting workers in war conditions

Today, after two years of war, it is an indisputable fact that there is widespread long-term stress among the population of Ukraine, caused by the uncertainty of the future, the loss of loved ones and relatives, as well as disappointment in hopes for the quick liberation of the occupied territories. According to the results of a survey conducted by the Institute of Sociology of the National Academy of Sciences of Ukraine in October 2023 as part of the project “Stressful conditions of the population of Ukraine in the context of war,” almost a third of Ukrainians feel psychological distress (Figure 4). This stress is reflected not only in the mental state of the population, but also has serious consequences for physical health and social functioning. Widespread psychological distress can lead to increased cases of depression, anxiety disorders, and other mental illnesses. In addition, it can lead to reduced productivity in the workplace, problems with family relationships, and a general deterioration in the quality of life. Therefore, it is important to develop and implement effective psychological support and rehabilitation strategies for those affected by war events, as well as for the entire population, in order to reduce the negative impact of military conflict on the mental and physical health of citizens (Sereda & Danyliuk, 2023).



Source: Compiled by the authors based on (Center for Insights in Survey Research, 2023)

Figure 4. The level of psychological distress of Ukrainians in 2023

Among the main factors of stress, both security and economic aspects stand out: danger to the lives of loved ones (74.1%) and one's own (55.2%), responsibility for others (68.5%), economic difficulties, such as loss of income (60.1%) and problems with communications and energy supply (57.6%), as well as significant material losses (51.6%). However, the most extraordinary factor turned out to be emotional worries caused by perceived or observed stress (80.8%), which emphasizes the importance of the psychological aspect in stress management. Personal challenges due to loss of contact with relatives (60.4%), problems with the health of loved ones (57%), and one's own health (47.4%) also play a significant role in the formation of stress. In the field of professional activity, for at least a third of the respondents, stress factors are related to work: overwork without rest (37.5%), dangerous working conditions (35.2%), and job loss (35.1%). In contrast to stress, communication at work (65.8%), rest (61.4%), and work itself (52%), contribute to stress, although 5.7% of respondents believe that work harms their condition. Professional psychological support was effective only for 11.2% of Ukrainians, as 68% do not use it or consider it unnecessary (Center for Insights in Survey Research, 2023).

During times of war, human resource (HR) management necessitates a focus on the psychological well-being of both managers and employees. Prolonged exposure to stress has the potential to adversely impact health and diminish overall performance.

Motivating employees during times of martial law encompasses not only material support but also moral reinforcement. According to the study, most companies,

despite the wartime conditions, continue to pay salaries in full. The prevailing environment has prompted companies to offer additional incentives, including flexible working hours, psychological support programs, financial assistance, corporate housing, or rent payments. In addition to well-established motivational approaches, emerging methods include mutual assistance and collaborative support through joint volunteer projects, fundraising initiatives for mobilized employees and their families, among others. Consequently, empathy has emerged as a crucial motivational strategy developed within enterprises in Ukraine during the wartime period.

The volitional component of human resources management during wartime involves establishing conditions conducive to maintaining a rational approach to the performance of an employee's labor function.

Presently, within the framework of martial law, the effectiveness of working conditions is delineated by the preservation of a sense of security among employees. Air raid alarms and shelters constitute integral components of the civil protection system at enterprises, governed by the Civil Protection Code of Ukraine. This system encompasses bomb shelters, radiation shelters, and dual-protection structures like parking lots, basements, and passageways. The availability of these shelters contributes to employees' enhanced sense of safety in the event of air raids or shelling. It is incumbent upon management to ensure that the conditions pertaining to these shelters are not only present but also meet the necessary standards for adequacy and effectiveness.

In a general context, establishing a career during wartime is undeniably challenging. This necessitates not only the avoidance of stressful situations at work but also the formulation of appropriate career development and HR management strategies. These strategies should encompass elements such as motivation, will, and the provision of effective working conditions.

In the context of wartime personnel management, the first step in developing an employee welfare program is to identify personnel priorities and needs, which becomes extremely important in a military conflict situation. In such conditions, there is a high need for ensuring safety, health and economic support, as well as for help in solving the personal problems of employees. One of the key welfare programs for staff is psychological support for those who have experienced stressful situations. This may include psychological counseling and psychotherapy to help employees understand their own emotions and reduce stress levels. Organizing special activities to relieve stress and tension can also be useful. Another important program is to ensure the safety of employees. The organization of security exercises can contribute to the preservation of the lives and health of personnel, as well as increase their psychological comfort in wartime. In addition, a health and fitness program is also of great importance. It can include joint training, yoga, meditation and support for healthy eating, directing efforts to support the physical and mental

health of staff, as well as reducing the risks of stress-related illnesses (Kudelya & Yakovenko, 2023).

Discussion

Human resource management within educational institutions, as highlighted by Yang et al., serves as a crucial assurance for the sustained development of colleges and universities. Within the domain of human resources management, employee depression is frequently manifested in the form of nervous psychology. This psychological condition not only disrupts the regular working state of employees but also imposes life pressures to a certain extent. We agree with the findings of the study, as mitigating neuropsychology among employees in the context of human resource management is an extremely important aspect. Nervous stress can affect the work process and the general condition of employees, creating problems both for them personally and for the organization as a whole. Hence, the development of efficacious strategies to mitigate this stress is imperative for guaranteeing the productivity and well-being of staff.

In quantitative research, Lawn observe that emergency personnel frequently report elevated rates of mental disorders, mental illness, and associated physical consequences stemming from trauma (Lawn *et. al.*, 2020). Despite these findings, we agree that there exists a limited understanding of how the nature of ambulance work contributes to this issue, the substantial impact of emergency medical care on the individual, and notably, the delayed and cumulative emergence of work-related distress among the first responder workforce. However, we note that there is a limited understanding of how the nature of emergency medical care work affects this problem, the significant human impact of emergency medical care, and in particular the delayed and cumulative onset of work-related distress in the workforce, which provides first aid.

Steingraber concentrated on contributions to operational psychology and models of psychological training within the realm of stress management for specialized personnel of the German military police and specialized police personnel. The service undertaken by these specialized and special forces of the Federal Armed Forces and the police is inherently characterized by complex situations. We agree with the opinion of the authors that personnel in these roles frequently confront numerous challenges and extreme dangers, undergoing periods of heightened stress during their duties. However, it is worth noting that within the context of societal and technological transformations, there is a need for a more comprehensive examination of the individual components of stress management – namely, stress prevention, stress control, and coping mechanisms. These elements should be contemplated within the realms of training and service. To achieve this objective, Steingraber developed a stress management model through participant observations, expert assessments, and problem-centered interviews with specialized military

and police officers. We agree with their validation findings that effective stress management requires a diverse set of techniques and methods. This includes the integration of digital tools such as e-learning, digital reality, and eye tracking to adeptly address emerging demands (Steingraber, Tübben, Brinkmann, Finkeldey & Gorzka, 2021).

Brooks & Greenberg (2022) assert that seafaring constitutes a “risky profession” with implications for both physical and mental health. We agree with the opinion of the authors that persons employed in maritime professions encounter a range of workplace stressors, encompassing social isolation, exposure to adverse physical conditions, and extended working hours. Important to this study is a systematic review conducted by the scholars is aimed to enhance prior selections by scrutinizing recent literature (published between 2012 and 2021) concerning factors associated with the mental health and well-being of maritime personnel.

In our opinion, significance of Mukhtar (2020) is underpinned by the imperative need for psychological crisis intervention during the outbreak of the COVID-19 pandemic. This intervention is crucial for victims, suspects, susceptible and at-risk patients, caregivers, families, staff, and the general public. The aim is to preemptively address the invaluable risks associated with secondary mental health crises in a timely manner. In this context, we singled out the study of Kang, Li & Hu (2020) because we believe that a necessary condition for intervention is to manage the side effects and consequences of the psychosocial aspects associated with an infectious disease. This involves striving to minimize the psychological impact through timely assessment and effective management of prevention and control measures.

Macam (2020) specializes in organizational politics and psychological contracts of administrative staff within the context of developing a strategic plan for administrative staff management. We partially agree with the statement of the scientist, who contends that an organization constitutes a system marked by both competition and cooperation among employees in pursuit of their tasks and goals. In such scenarios, individuals are frequently pitted against each other within the constraints of limited resources, status, and opportunities for promotion. However, given the diversity of individuals and groups, hierarchy, to a greater or lesser extent, ensures the conditions for competition, in which politics can flourish. Political behavior is thus deemed a natural response to tensions between individuals and groups, with conflicts sometimes overt and at other times latent in daily interactions.

We agree with Simonovska, Sinclair & Duval (2023), as their research into the managerial and organizational responsibilities of police officers in an international context helps us better understand the complexity and importance of law enforcement in today’s world. Furthermore, we agree with Schultz & Schultz (2020) as their work carefully analyzes a wide range of issues and challenges that police officers face in managing and organizing their activities.

They help expand our understanding of the professional requirements, strategies and resources required for effective law enforcement in different countries and contexts. These studies are an important contribution to the development of the scientific community and the practical management of law enforcement agencies, as they offer specific recommendations and conclusions that can be useful for police officers in their work.

We agree with Babalola & Aigbavboa (2022) as their study proves the importance of effective communication functions in human resource management practices. In addition, the authors emphasize the importance of communication attributes as a crucial means by which meaningful information is exchanged or transmitted across a functional organization, thereby contributing to an efficient and effective work process. Their research, conducted in Lagos State, Nigeria, provides an understanding and assessment of the communication characteristics of human resource management in an anthropogenic environment. The use of a quantitative research design, as well as methods of verification and analysis of collected data, makes their results reliable and useful for the further development of human resource management practices.

The research conducted by Mohammad seeks to investigate the influence of a specific set of human resource management practices on organizational performance within an emerging Middle Eastern market. Their objective is to scrutinize the mediating role of social exchange within the healthcare sector in Jordan, a region currently facing challenges due to the refugee crisis from Syria and neighboring countries (Mohammad *et al.*, 2021). We agree with the findings of the authors, who conducted research in the health care sector, showing the importance of recruitment, training and internal promotion as factors contributing to productivity. Additionally, the finding that performance appraisals, rewards, and benefits do not always correlate with performance points to the complexity of relationships in the field of human resource management. This result confirms the importance of understanding social exchange as a key factor in effective personnel management and highlights the need for further research in this area.

We partially agree with the findings of Pérez-Conesa, Romeo & Yepes-Baldó (2020), who investigated the impact of a strategic plan for the normalization of disability on the labor integration of persons with disabilities. Their findings point to the importance of such a plan for creating an inclusive workplace environment. However, our partial observations concern the limitations of the participation of organizations that have not adapted their training and development systems for people with disabilities, which may cause insufficient realization of the potential of this strategy in practical use. The results of their research showed that the presence of a strategic plan for the normalization of disability in the work environment effectively leads to a high level of inclusion. This holds particular truth for organizations that have not tailored their training, development, and internal communication systems for individuals with disabilities. The distinctive value and originality of their study reside in the empirical evidence regarding the role

of a strategic plan for normalizing disability in the work environment — a policy characterized by both internal and external focus, serving as a roadmap for a diversity strategy within an inclusive culture.

We partially agree with the findings of Bizzi (2020), as his research is relevant and important in the context of the modern work environment, where the use of social networks is present among employees. However, our partial comments relate to the potential limitations of the study in terms of the generalizability of its findings, as the impact of social media use on working hours may vary depending on the specific organizational culture and context.

We agree with the study of Amrutha & Geetha (2020) as it offers an important theoretical model highlighting the mediating role of employees' environmental behavior in the workplace in relation to environmental HRM practices and the social sustainability of organizations. Emphasizing social justice, health, and well-being, the paper critically reviews the latest research on environmental human resource management to uncover the substantial potential of fundamental environmental practices in contributing to social sustainability, a connection not previously identified in prior studies.

We agree with the study by Salas-Vallin *et al.* (2021) as it scrutinizes the relationship between well-being-oriented HRM and performance in large organizations. Using the job demands and resources model and social exchange theory, the authors examine the influence of middle management on the relationship between human resource management and employee well-being. The findings indicate that engaging leadership behaviors play a vital role in the effective implementation of human resource management, exerting a direct impact on employee performance.

This work distinguishes itself substantially from prior scholarly works, specifically by conducting a comprehensive and systematic examination of the concept of "HR management." It delineates the content of key components within the psychological and socio-communication characteristics of HR management during wartime, including stress, motivation, will, and the efficiency of working conditions.

Conclusion

The publication provides a comprehensive examination of the concept of "HR management" and thoroughly delineates the content of psychological and socio-communication characteristics within HR management during wartime, including stress, motivation, will, and efficiency of working conditions.

Work environments ought to facilitate effective stress management for employees, aiming to mitigate aggressiveness, irritability, reduced satisfaction, concentration issues, and cognitive challenges. Motivating employees during

martial law may encompass offering supplementary incentives, such as flexible work schedules, psychological support initiatives, financial aid, corporate housing, or reimbursement for rent. Sustaining a rational approach to an employee's labor function represents a volitional component of management during times of war. The comprehension of effective working conditions has undergone a transformation, with a crucial emphasis on the sense of safety amid extensive missile attacks by the Russian Federation on Ukraine's territory. To ensure this safety, employees should have access to nearby shelters during air raid alerts.

Subsequent scientific investigations may necessitate a delineation and characterization of statistical studies pertaining to the dynamics of stress levels, motivation, will, and the efficiency of working conditions in HR management since the commencement of the full-scale invasion of Ukraine by the Russian Federation.

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