



Motivation and Engagement of Employees in War and Post-war Times: A Management Aspect

Yurii Kopchak ¹ ● Anna Beryslavska ² ● Iryna Bernatska ^{3*}

¹ *Vasyl Stefanyk Carpathian University (Ukraine). Associate Professor at the Department of Management and Marketing, Candidate of Economic Sciences, Associate Professor.*

² *Kherson National Technical University (Ukraine). Associate Professor at the Department of Management, Marketing and Tourism, Candidate of Economic Sciences, Associate Professor.*

³ *Stepan Gzhytskyi National University of Veterinary Medicine and Biotechnologies (Ukraine). Associate Professor at the Department of Management and Business Administration, Candidate of Economic Sciences, Associate Professor.*

* **Corresponding Author**, e-mail: bernatskyj@ukr.net

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ABSTRACT

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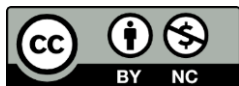
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This article discusses how approaches to motivating employees have changed and how different their involvement in work at Ukrainian enterprises looks today, in the circumstances of a full-scale military conflict and given that the country must now think about post-war recovery. The topic is acutely relevant, because after February 2022, business in Ukraine faced a reality that no one was prepared for: the usual tools for stimulating personnel turned out to be ineffective, and the employees themselves began to think in completely different categories - not about career advancement, but about elementary safety and psychological balance. The wave of internal displacement, the mobilization of able-bodied people, and the departure of specialists abroad have deepened the personnel problem and forced managers to look for ways to retain and support people in extremely difficult times. The work aims to identify which factors currently have the greatest impact on people's motivation and involvement in Ukrainian organizations, and to formulate practical advice for managers on building an effective personnel policy in both current crisis conditions and the post-war perspective. Methodologically, the study is based on a systematic analysis, comparison and generalization of scientific publications, as well as on the processing of empirical data from sociological surveys and reports of international institutions. The results obtained showed that the war radically reshaped people's priorities: the most important became a sense of security, stable wages and access to psychological help. At the same time, the role of intangible things has noticeably increased - people want to understand that their daily work has meaning not only for the company, but also for the reconstruction of the country as a whole. The article also summarizes the management practices that domestic enterprises use to maintain their teams, and proposes a step-by-step model for the transition from anti-crisis motivation to strategically oriented motivation. It is concluded that the foundation of post-war management should be flexible HR approaches built around the real needs of specific people, and not around abstract procedures.



KEYWORDS

personnel motivation, employee engagement, personnel management, martial law, post-war recovery, HR management, intangible motivation, crisis management.



Особливості мотивації та залученості працівників у воєнний і повоєнний період: управлінський аспект

Юрій С. Копчак ¹ ● Анна В. Бериславська ² ● Ірина Я. Бернацька ^{3*}

¹ Карпатський національний університет імені Василя Стефаника (Україна). Доцент кафедри менеджменту і маркетингу, канд. екон. наук, доцент.

² Херсонський національний технічний університет (Україна). Доцент кафедри менеджменту, маркетингу і туризму, канд. екон. наук, доцент.

³ Львівський національний університет ветеринарної медицини та біотехнологій ім. С. З. Гжицького (Україна). Доцент кафедри менеджменту і бізнес-адміністрування, канд. екон. наук, доцент.

* Автор-кореспондент, e-mail: bernatskyj@ukr.net

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У цій статті йдеться про те, як змінилися підходи до мотивування працівників і наскільки по-іншому сьогодні виглядає їхня залученість до роботи на українських підприємствах – в обставинах повномасштабного воєнного конфлікту і з огляду на те, що країна вже зараз має думати про повоєнне відновлення. Тема є гостро актуальною, адже після лютого 2022 року бізнес в Україні зіткнувся з реальністю, до якої ніхто не готувався: звичні інструменти стимулювання персоналу виявилися неефективними, а самі працівники почали мислити зовсім іншими категоріями – не про кар'єрне просування, а про елементарну безпеку і психологічну рівновагу. Хвиля внутрішнього переміщення, мобілізація працездатних людей та від'їзд фахівців за кордон поглибили кадрову проблему і змусили керівників шукати способи утримати й підтримати людей у вкрай непростий час. Робота має на меті з'ясувати, які саме чинники зараз найбільше впливають на мотивацію і залученість людей в українських організаціях, та сформулювати практичні поради для управлінців щодо вибудовування дієвої кадрової політики і в нинішніх кризових умовах, і на перспективу повоєнного періоду. Методичне дослідження спирається на системний аналіз, порівняння й узагальнення наукових публікацій, а також на опрацювання емпіричних даних із соціологічних опитувань і звітів міжнародних інституцій. Отримані результати засвідчили, що війна докорінно перекроїла пріоритети людей: найважливішими стали відчуття захищеності, стабільна оплата праці й доступ до психологічної допомоги. Разом із тим, помітно зросла роль нематеріальних речей – люди хочуть розуміти, що їхня щоденна робота має сенс не лише для компанії, а й для відбудови країни загалом. У статті також узагальнено ті управлінські практики, якими вітчизняні підприємства намагаються зберегти свої команди, та запропоновано покрокову модель переходу від антикризової мотивації до стратегічно орієнтованої. Зроблено висновок про те, що фундаментом повоєнного управління мають стати гнучкі HR-підходи, побудовані навколо реальних потреб конкретних людей, а не навколо абстрактних процедур.



КЛЮЧОВІ СЛОВА

мотивація персоналу, залученість працівників, управління персоналом, воєнний стан, повоєнне відновлення, HR-менеджмент, нематеріальна мотивація, кризовий менеджмент.

1. Introduction

The full-scale invasion of the Russian Federation into the territory of Ukraine, which began on February 24, 2022, radically changed the conditions for the functioning of the domestic economy and posed completely new challenges for managers at all levels. The war has affected every enterprise, regardless of its size, industry, or geographical location. Mass internal migration, the departure of a significant part of qualified personnel abroad, the mobilization of employees into the ranks of the Armed Forces, constant stress and anxiety, the destruction of production infrastructure – all this has created unprecedented pressure on the human resources management system. According to the United Nations High Commissioner for Refugees, by the end of 2022, more than 6.3 million Ukrainians had become refugees, and about 7 million remained internally displaced [5]. These figures are directly related to the personnel situation at enterprises, because among those who left, there are many highly qualified specialists in various fields.

In such circumstances, the issue of employee motivation and involvement takes on a completely different meaning compared to pre-war times. If earlier HR specialists could focus on leadership development programs, corporate trainings, and bonus systems, now the primary task is to maintain the performance of teams, maintain people's mental health, and provide at least a minimal sense of stability. As O. Borysiuk and A. Kliuka rightly note, the following needs dominate the group of employees they study: the need for high wages (19%), the need for clearly structured work (19%), the need for self-improvement (17%) and the need for socially useful work (17%) [2]. This division eloquently testifies to the fact that in the conditions of war, the material factor and the desire for meaningfulness of work go hand in hand.

At the same time, global trends in staff engagement are also not optimistic. According to Gallup's annual State of the Global Workplace report for 2024, only 23% of employees in the world demonstrate an adequate level of engagement at work, while 62% remain unengaged and 15% remain actively unengaged [19]. In Europe, the situation is even worse: here the engagement rate is only 13%, which is the lowest rate among all regions of the world [19]. For Ukraine, which is at the epicenter of the armed conflict, these global challenges are superimposed on specific military circumstances, creating additional pressure on employers and employees.

Therefore, the purpose of this article is to investigate how martial law transforms motivational mechanisms and the level of employee involvement in Ukraine, to analyze effective management practices used by domestic enterprises, and to offer recommendations for managers on building a sustainable personnel management system in the transitional post-war period.

2. Literature Review

The problem of motivation and involvement of personnel in crisis conditions is the focus of attention of both domestic and foreign researchers. Among the Ukrainian scientists who actively study the issue of personnel management under martial law, the works of O. Borysiuk and A. Kliuka [2], who conducted an empirical study of personnel motivation during the war and found that the safety of the working environment is becoming a key priority for most employees. T. Khlebnikova, O. Temchenko and O. Bilinska [13] considered the effectiveness of personnel management systems in the conditions of hostilities and substantiated the need to adapt the regulatory framework of labor relations. O. Cherep, Y. Kalyuzhna and L. Mykhailichenko [16] focused on the peculiarities of the personnel policy of enterprises in the conditions of uncertainty caused by the war, and emphasized the role of flexible forms of employment as a means of retaining personnel.

The issues of labor migration and its impact on personnel motivation are covered in the work of N. Khomyuk, where the scale of forced displacement of the population and its consequences for the personnel policy of enterprises are analyzed [14]. I. Cherevan, Y. Kovalenko and S. Golets investigated modern trends in personnel motivation under martial law and noted the transformation of motivational tools, a shift in emphasis to those motives and incentives that work in the new realities [15]. G. Muterko and D. Mikhalev developed a comprehensive strategy of personnel motivation for enterprises under martial law, substantiating the balance of material and non-material incentives [7].

Among foreign publications, it is worth mentioning the work of J. D. Pincus, who in the journal *Integrative Psychological and Behavioral Science* considered employee engagement through the prism

of the theory of human motivation and proposed a comprehensive model that includes twelve key motivational factors [22]. A systematic review of the literature by F. Sinistrera, J. Peñalver and M. Salanovi, published in *Frontiers in Psychology*, established a connection between talent management practices, employee engagement and the intention to quit, which is especially important in wartime conditions, when staff turnover increases [23]. A. Kolot and S. Tsymbaliuk in the textbook “Personnel Motivation” laid a fundamental theoretical basis for understanding motivational mechanisms in human resources management, which remains relevant in the current conditions [4].

At the same time, it must be admitted that although in recent years there have been many publications that touch on certain aspects of working with personnel in wartime, there is still a lack of holistic work, where motivation and involvement would be considered in conjunction with specific management advice for the post-war perspective. It is this gap that makes our study relevant.

3. Problem Statement

Taking into account the identified gaps in the scientific discourse, the objectives of this study are: firstly, to analyze how martial law transforms the hierarchy of motivational needs of employees; secondly, to assess the level of staff involvement in Ukrainian organizations based on empirical data and the results of international research; thirdly, to systematize the management practices used by domestic enterprises to support the motivation of teams during the war; Fourthly, to formulate recommendations for building a system for managing motivation and engagement in the post-war recovery period.

4. Methods and Materials

The methodological basis of the study is a combination of several approaches. System analysis allows us to trace how external crisis factors – war, forced migration, mobilization – affect the internal processes of personnel management at enterprises. Comparative analysis serves to compare the motivational priorities of employees in the pre-war period and after the start of the full-scale invasion. The generalization method provides an opportunity to systematize the work of domestic and foreign researchers on the involvement of personnel in crisis circumstances.

The empirical base is formed by materials from several source layers: international reports, in particular the annual Gallup survey “State of the Global Workplace” for 2023–2024, publications of the International Labor Organization, analytical materials of the United Nations Development Program; results of domestic sociological surveys; statistics of Work.ua and robotua employment platforms; scientific articles from professional publications indexed in the Scopus and Web of Science databases. In total, more than twenty sources have been processed, the vast majority of which were published in 2022-2025.

5. Results and Discussion

The analysis of the collected data allows us to identify several key trends in the field of employee motivation and engagement that have manifested themselves in Ukraine since the beginning of the full-scale invasion. First of all, there was a sharp shift in the hierarchy of needs, which is well illustrated by A. Maslow’s theory: if in the pre-war period, the emphasis in motivational programs was on the needs of a higher level (self-realization, recognition, career growth), then with the beginning of the war, the needs of the lower level became primary – physical security, a stable income, and the ability to provide for a family. This is confirmed by the empirical data of O. Borysiuk and A. Kliuka, who recorded that the need for high wages and a safe working environment has become dominant for 38% of the surveyed employees [2].

For a more visual understanding of the transformation of motivational priorities, we have systematized the data of various studies in Table 1.

As can be seen from Table 1, the most striking changes occurred in the attitude of employees to career growth: if before the war it was one of the leading motivators, then in the conditions of hostilities, its significance decreased significantly. On the other hand, the importance of physical safety in the workplace and the ability to work on a flexible schedule have significantly increased, which is understandable, because people have to combine work responsibilities with caring for the protection of their families. The change in attitudes towards socially useful work is especially telling: employees want

to feel that what they do every day matters not only for the employer, but also for the country as a whole. Such an internal need to be involved in something bigger is a serious motivational resource that managers should consciously take into account and use in their personnel policy.

Table 1. Transformation of employees' motivational priorities: pre-war vs war period

Motivational factor	Pre-war period (priority)	War period (priority)
Workplace safety	Medium	High (19%)
Salary level	High	High (19%)
Career growth	High	Low (8%)
Self-improvement	Medium	Medium (17%)
Socially useful work	Low	Medium (17%)
Flexible working hours	Medium	High (12%)
Psychological support	Low	High (8%)

Source: Compiled by the author based on [2; 7; 15]

A separate and extremely painful problem was the personnel crisis caused by a combination of migration processes and mobilization. According to the Work.ua platform, in September 2023, a record number of vacancies were recorded since the beginning of the full-scale invasion – 105,809 offers [14]. This, on the one hand, indicates a certain recovery of business activity, and on the other hand, an acute shortage of personnel in the labor market. According to the United Nations Development Program, hostilities led to the loss of approximately 30% of jobs in Ukraine during the first year of the full-scale invasion [8].

It is worth dwelling on the analysis of the level of employee engagement in the context of global and national trends. Gallup data shows that in the European Region, staff engagement remains consistently low at only 13%, the lowest among all regions of the world [19]. For clarity, we present comparative data by region in Table 2.

Table 2. Employee engagement rate by region of the world (Gallup, 2024)

Region	Involved (%)	Actively uninvolved (%)
USA and Canada	31	17
Latin America and the Caribbean	31	15
South Asia	26	15
Middle East and North Africa	15	22
Europe	13	15
The world at large	23	15

Source: Compiled by the author based on [19]

The data in Table 2 show that Europe lags far behind other regions in terms of employee engagement. At the same time, it should be noted that European workers, despite low engagement, are less likely to experience negative daily emotions, such as anger or loneliness, compared to their colleagues in North America [19]. For Ukraine, which is geographically and culturally part of Europe, but is experiencing unique war circumstances, the issue of increased engagement is of strategic importance for post-war recovery.

The practical experience of Ukrainian companies in the field of personnel management during the war deserves special attention. According to Forbes Ukraine, from the first day of the full-scale invasion, large domestic companies have rebuilt their HR processes, focusing on several priority areas: constant open communication (the number of personal meetings of management with teams has increased several times a week), the development of security protocols for various scenarios (from air raids to the possible penetration of the enemy into the territory of the enterprise), the introduction of additional psychological support systems and organization of relocation of employees and their families [18].

Interestingly from a managerial point of view, many companies have actually made the transition to the so-called Human-Centered HR paradigm during the war, a human-centered HR model that combines digital solutions with a focus on employee well-being and strategic business sustainability. According to O. Ananieva and V. Khalilov, in 2023–2025, there is a steady increase in the implementation of digital HR solutions in Ukraine, which are becoming critical for ensuring business competitiveness in the war and post-war period [1].

To systematize effective management practices used during the war, we have developed a classification of the main motivation and engagement tools (Table 3).

Table 3. Tools for Staff Motivation and Engagement under Martial Law

Tool Group	Specific measures	Expected effect
Material	Timely payment of wages; additional payments for work in the risk zone; financial assistance to the mobilized and their families	Provision of basic needs; reduced anxiety; Loyalty
Security	Arrangement of shelters; evacuation protocols; Remote Operation	Stress reduction; increased concentration; Feeling of security
Communication	Regular meetings; open communication from management; Feedback channels	Growing trust; involvement; Reducing uncertainty
Psychological	Psychological support programs; corporate psychologist; Support groups	Prevention of burnout; maintaining mental health
Developmental	Online learning; retraining; Mentoring	Sense of perspective; staff retention; Adaptability
Value	Volunteer initiatives; assistance to the Armed Forces of Ukraine; Social mission of the company	Meaningfulness of work; pride in the company; Cohesion

Source: Compiled by the author based on [1; 7; 15; 18]

Table 3 clearly demonstrates that an effective motivation system under martial law should be multidimensional and cannot be limited only to material incentives. Moreover, as the experience of leading Ukrainian companies shows, it is the combination of security, communication and value tools that gives the greatest synergistic effect. When an employee understands that the company cares about his safety, openly communicates about plans and prospects, and at the same time demonstrates a responsible position to support the country, the level of his involvement increases even in objectively unfavorable conditions.

Separately, I would like to draw attention to the problem of managerial burnout, which has acquired global proportions and is especially acute in Ukraine. According to Gallup, in 2024, managers' engagement decreased from 30% to 27%, with young managers (under 35 years old) and women managers suffering the most, where the drop was 5 and 7 percentage points, respectively [19]. Gallup emphasizes that managers' engagement directly affects the engagement of their teams, and therefore productivity. Managers are responsible for 70% of the variance of engagement in teams [19]. In wartime, this problem is exacerbated by the fact that managers bear the additional burden of responsibility for the safety of subordinates, decision-making in conditions of extreme uncertainty, and emotional support of the team, often without the resources for their own recovery.

Special attention should be paid to the prospects of post-war recovery and the role that motivation and involvement of personnel will play in this process. The reconstruction of Ukraine after the end of hostilities will be a large-scale project that will require the mobilization of all human resources. V. Kimlyk and N. Nosan note that enterprises should already form ethical principles of motivational policy that will take into account the consequences of the war for employees: post-traumatic stress disorder, physical limitations of veterans, and the need for reintegration of demobilized workers [3]. O. Pszyk-Kowalska and O. Kowalski emphasize that the adaptation of managerial approaches should take place now, in parallel with hostilities, so that enterprises are ready for the new realities of peace [9].

J. D. Pincus, in his study, proposes to consider employee engagement as a manifestation of basic human motives: the need for competence, autonomy and coherence [22]. In the post-war context, this means that managers should create conditions in which employees feel their own capacity (through learning and development), autonomy in decision-making (through delegation and trust) and involvement in an important mission (through communication of company values).

Summarizing the results of the analysis, we have developed a model for building a system of motivation and involvement for the post-war period, which is based on the principle of a gradual transition from crisis to strategic motivation management (Figure 1).

As can be seen from Fig. 1, the model provides for a gradual transition from prioritizing basic security needs to strategic development and growth goals. At the first stage, which corresponds to the active phase of hostilities, the main focus of the motivational policy is aimed at ensuring the physical and psychological survival of employees. The second stage is of a transitional nature: at this stage, there will be a gradual return of mobilized employees to the teams, the restoration of teams that lost part of their personnel during the hostilities, and the launch of systematic training and retraining of personnel. At the third stage, it becomes possible to revive career growth practices, introduce elements of talent

management and purposefully work on updating the organizational culture, taking into account the acquired military experience. The fourth stage opens up space for the full development of the employer’s brand and gradual entry into the international labor market, where competition for qualified specialists will be especially sharp.

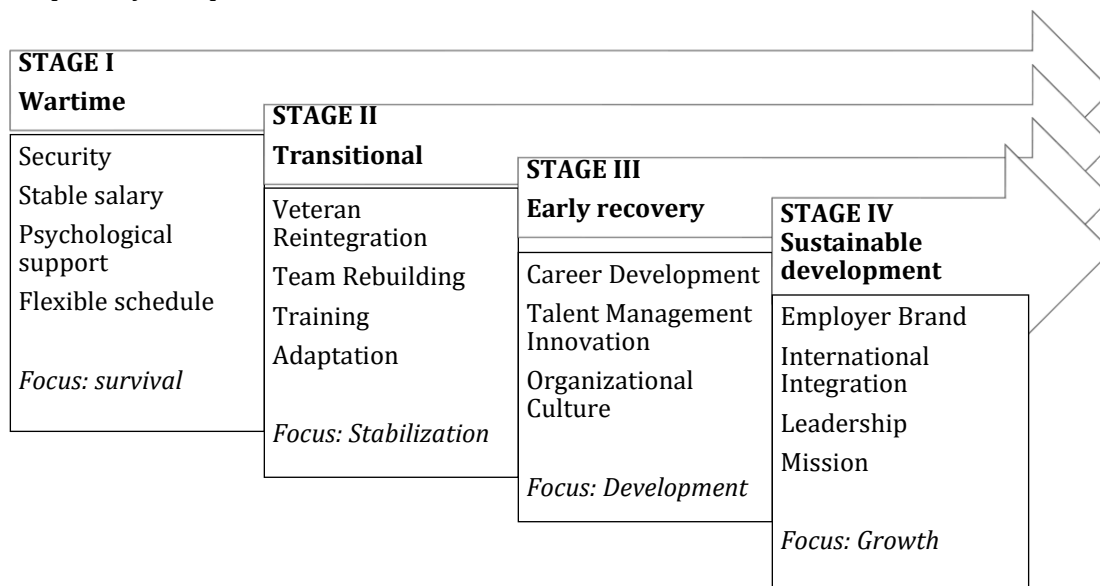


Fig. 1. Model of a step-by-step transition from crisis to strategic motivation of personnel

Source: Developed by the author

At the same time, it is worth emphasizing that this transition will not be linear. Individual regions of Ukraine will be at different stages of recovery at the same time, which will require managers to be able to flexibly combine the tools of different stages. According to A. Stozhok, the mobility of employees under martial law has undergone significant changes due to the imbalance of labor supply and demand, mass migration flows and the introduction of new technologies [11]. These factors will remain relevant in the post-war period, creating a challenging environment for motivation management.

Analyzing the relationship between talent management practices and engagement, F. Sinistrerra, J. Peñalver and M. Salanova found that effective talent management significantly reduces staff turnover due to increased emotional attachment of the employee to the organization [23]. For post-war Ukraine, this is critical because competition for qualified personnel from foreign employers will be extremely high. According to the International Labor Organization, the return of forced migrants to their homeland will largely depend on whether Ukrainian enterprises will be able to offer competitive working conditions and meaningful professional activities [20].

In general, effective management of motivation and staff engagement in wartime and post-war times requires much more from managers than just awareness of classical motivational theories. No less important is the willingness to work with people who have experienced trauma and are in a state of emotional exhaustion, the ability to quickly adjust management decisions under the pressure of constantly changing circumstances, and – perhaps most importantly – the ability to see each team member as a living person, and not just a staff unit. It is the human-centered approach to management, where technological solutions go hand in hand with attention to the emotional state and deep needs of employees, that lays the foundation for effective management in post-war Ukraine.

6. Conclusions

The study provides grounds for several conclusions that are both theoretical and applied for managerial practice in the conditions of war and post-war recovery.

First, the full-scale military conflict has radically changed the hierarchy of motivational needs of employees in Ukraine. Until 2022, career growth, recognition from management, and the opportunity for self-realization dominated among the leading motivators, while with the introduction of martial law, completely different things became key: a sense of security, stable earnings, and access to psychological support. At the same time, the weight of the meaningfulness of work and its social usefulness has

noticeably increased, and this, in turn, opens up additional space for motivating people through value and missionary tools.

Secondly, the level of personnel involvement in Europe remains critically low – only 13%, and for Ukraine, this problem becomes even more acute due to the war circumstances. However, international studies indicate that even in crises, the potential for increased engagement exists, and to a large extent it depends on the quality of management: according to various estimates, it is managers who determine up to 70% of differences in the level of engagement between teams, and organizations with high engagement rates record a 51% reduction in staff turnover and a 23% increase in productivity.

Thirdly, the practice of Ukrainian companies shows that in wartime, it is not individual incentives that work best, but complex motivational systems, where material incentives are combined with security measures, transparent communication, psychological assistance, and leadership built on common values. Those enterprises that quickly switched to a human-centered HR management model showed significantly greater resilience and were able to maintain the core of their teams even during the most difficult periods.

Fourthly, it is necessary to prepare for post-war recovery not after the end of hostilities, but now. This involves the development of veteran reintegration programs, planning for the retraining of personnel, as well as the purposeful formation of a corporate culture, which is based on responsibility, empathy and a common sense of involvement in the reconstruction of the country. The model of step-by-step transition from anti-crisis to strategic motivation proposed in the article can serve as a practical guide for managers at different levels.

As for further research, promising areas are empirical analysis of the effectiveness of specific motivational programs at enterprises in various industries, the study of how veterans return to work teams and what difficulties this is associated with, as well as the construction of quantitative models that can assess the level of personnel involvement in the realities of post-war recovery.

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