



Organizational and Legal Instruments for Sustaining a Continuous Mobilization Process in a Protracted Conflict: Integrating Educational, Financial, and Personnel Incentives

Serhii Yakymenko ^{1*} ● Iryna Bernatska ² ● Anastasiia Konovalenko ³

¹ Communal Institution of Higher Education "Dnipro Academy of Continuing Education" of Dnipropetrovsk Regional Council (Ukraine). Associate Professor at the Department of Information and Educational Project Management, Candidate of Science in Public Administration, Associate Professor.

² Stepan Gzhytskyi National University of Veterinary Medicine and Biotechnologies Lviv (Ukraine). Associate Professor at the Department of Management and Business Administration, Candidate of Economic Sciences, Associate Professor.

³ Dmytro Motorny Tavria State Agrotechnological University (Ukraine). Professor at the Department of Economics and Business, Doctor of Economic Sciences, Professor.

* Corresponding Author, e-mail: yakymenko.ua@gmail.com

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ABSTRACT

This paper scrutinizes existing institutional frameworks for ensuring sustained mobilization amid prolonged contention, focusing on the incorporation of instructional, fiscal, and staffing incentives. The objective of this investigation is to theoretically underpin and formulate pragmatic methods for enhancing institutional systems that ensure lasting mobilization amid extended struggle, centered on weaving together educational, monetary, and personnel motivators intended to boost work performance, fortify drive, streamline labor structure, enhance discourse, and secure a high degree of communicative effectiveness and group cohesion. A crucial avenue is also the development of efficient team collaboration, capable of ensuring flexibility, unity of effort, and stability of the system's operation under prolonged stress. The research employed such techniques as systemic and institutional perspectives; examination and combination; comparative technique; structural-functional evaluation; fiscal and statistical procedures; and simulation method. The conceptual foundation of sustainable mobilization in protracted conflict is elucidated and its substance is refined via the institutional viewpoint. Scholarly methods for building the mobilization resilience of the nation are assessed and primary elements for its support are determined. The institutional fundamentals of work structuring in mobilization frameworks are examined with a focus on securing workplace productivity. The function of drive as a key element in boosting the efficacy of staff efforts amid extended burdens is examined. The processes of information exchange within the mobilization framework are described, and their effect on the communicative impact of leadership is established. The characteristics of group synergy and its significance for sustaining the steadiness of corporate frameworks are identified. The link among work arrangement, motivation, and the degree of work output in mobilization endeavors is uncovered. The difficulties and constraints in guaranteeing productive dialogue and group collaboration are studied. A framework for merging training, monetary, and human resources inducements to elevate the total success of mobilization is formulated. Actionable suggestions for enhancing organizational frameworks are supported, considering the boost in conversational effectiveness, drive, and work output. Subsequent studies ought to concentrate on examining novel methods for establishing interaction and boosting interactive proficiency within tiered leadership structures, along with investigating the processes of group cooperation amidst significant unpredictability.

KEYWORDS

mobilization, conflict, work efficiency, communication, communicative efficiency, institutional mechanisms, motivation, work organization, team interaction.



Організаційно-правові інструменти підтримки безперервного мобілізаційного процесу в умовах затяжного конфлікту: інтеграція освітніх, фінансових та кадрових стимулів

Сергій Якименко ^{1*} ● Ірина Бернацька ² ● Анастасія Коноваленко ³

¹ Комунальний заклад вищої освіти «Дніпровська академія неперервної освіти» Дніпропетровської обласної ради (Україна). Доцент кафедри управління інформаційно-освітніми проектами, канд. держ. упр., доцент.

² Львівський національний університет ветеринарної медицини та біотехнологій імені С. З. Ґжицького (Україна). Доцент кафедри менеджменту і бізнес-адміністрування, канд. екон. наук, доцент.

³ Таврійський державний агротехнологічний університет імені Дмитра Моторного (Україна). Професор кафедри економіки та бізнесу, д-р екон. наук, професор.

* Автор-кореспондент, e-mail: yakimenko.ua@gmail.com

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У статті вивчено поточні інституційні механізми забезпечення сталої мобілізації в умовах тривалого конфлікту з акцентом на інтеграцію освітніх, фінансових та особових стимулів. Метою дослідження є теоретичне обґрунтування та розробка практичних підходів до вдосконалення інституційних механізмів забезпечення сталої мобілізації в умовах затяжного конфлікту на основі інтеграції освітніх, фінансових і кадрових стимулів. Важливим напрямом є також формування ефективної командної взаємодії, здатної забезпечити адаптивність, узгодженість дій і стійкість функціонування системи в умовах тривалого навантаження. У дослідженні використано такі методи, як системний та інституційний підходи; аналіз і синтез; порівняльний метод; структурно-функціональний аналіз; економіко-статистичні методи; а також метод моделювання. Розкрито теоретичну сутність поняття сталої мобілізації в умовах затяжного конфлікту та уточнено його зміст через призму інституційного підходу. Проаналізовано наукові підходи до формування мобілізаційної стійкості держави та визначено ключові чинники її забезпечення. Досліджено інституційні засади організації праці в мобілізаційних системах з акцентом на забезпечення ефективності праці. Проаналізовано роль мотивації як визначального чинника підвищення результативності діяльності персоналу в умовах тривалого навантаження. Охарактеризовано механізми комунікації в системі мобілізації та визначено їх вплив на комунікативну ефективність управління. Визначено особливості командної взаємодії та її значення для підтримання стійкості організаційних структур. Сформовано модель інтеграції освітніх, фінансових та кадрових стимулів задля підвищення загальної ефективності мобілізації. Обґрунтовано практичні поради щодо покращення інституційних засад з огляду на зростання комунікативної дієвості, мотивації та продуктивності праці. Подальші дослідження мають бути сфокусовані на вивченні нових методів формування взаємодії та дослідження комунікативної результативності у багаторівневих керівних структурах.

КЛЮЧОВІ СЛОВА

мобілізація, конфлікт, ефективність праці, комунікація, комунікативна ефективність, інституційні механізми, мотивація, організація праці, командна взаємодія.

1. Introduction

In the current conditions of protracted security crises, the issue of effective organization of mobilization processes becomes particularly urgent. The growth of protracted security crises significantly transforms the functioning of state and organizational management systems, in particular in terms of mobilization of human resources [1, p. 41]. Protracted security crises actualize the need to revise traditional approaches to personnel motivation, since it is motivation that determines the level of productivity and responsibility of participants in mobilization processes. At the same time, the role of communication as a tool for coordinating actions is growing. The key problem is insufficient coordination between educational, financial and personnel incentive tools. A separate problem is the insufficient level of communication between management levels and participants in mobilization processes. The situation is additionally complicated by poorly developed team interaction, which does not always provide the necessary level of coordination and consistency of actions [2, p. 287]. The research topic is determined by the need for a comprehensive rethinking of institutional approaches to mobilization aimed at increasing labor efficiency, improving motivational mechanisms, optimizing labor organization, developing communication, and strengthening team interaction in conditions of protracted security crises.

2. Literature Review

The modern scientific discourse in Ukraine on mobilization processes during wartime is formed within three interrelated areas: institutional and legal, financial and economic, and human and personnel support of defense capability. In the works of Ukrainian researchers, the emphasis is shifting from purely normative regulation to complex models of mobilization resilience of the state. In particular, in studies devoted to the transformation of public administration in wartime, the role of digital tools, public finance reforms, and resilience mechanisms that form the basis of the new institutional architecture of the state is emphasized [3, p. 75]. B. V. Boyko emphasizes the need to improve administrative procedures, increase transparency, and unify military accounting mechanisms, which directly affects the effectiveness of the mobilization system [4, p. 248]. Research by S. B. Egoricheva shows that the key tools that ensure the long-term sustainability of the mobilization potential are: budget financing, grant programs and financial inclusion instruments [5, p. 133].

In the context of human capital, S. V. Choliy focuses on the modernization of the training and development system of competencies as a factor in increasing the mobilization potential of the state. The role of educational institutions in shaping the readiness of the population to participate in defense and security processes is emphasized [6, p. 150]. Research on personnel mechanisms in the field of public administration emphasizes that the effectiveness of mobilization processes depends on the quality of personnel support of state institutions. Personnel policy is considered as a system of searching, training and distributing human resources in accordance with the strategic needs of the state [7, p. 56]. I. Avilov, N. Kryvokon [8, p. 8] considered the motivational aspects of military service. N. Kononenko [9, p. 18] studied the legitimization of power in wartime. O. Ostapenko, I. Shulgan [10, p. 143] studied the legal support for mobilization. Modern studies of civil wars emphasize that mobilization is formed through the interaction of state institutions, civil society, volunteer networks, and international partners [11, p. 538]. G. Asmolov noted that digital tools form "connective mobilization" – mobilization through network connections, rather than through classical institutional structures [12, p. 25].

3. Problem Statement

The purpose of the study is to theoretically substantiate and develop practical approaches to improving institutional mechanisms for ensuring sustainable mobilization in conditions of protracted security crises based on the integration of educational, financial and personnel incentives aimed at increasing labor efficiency, increasing motivation, optimizing labor organization, developing communication, ensuring a high level of communicative efficiency, and strengthening team interaction.

4. Methods and Materials

In the process of research, a complex of general scientific and special methods was used: methods of system and institutional analysis; the method of analysis and synthesis was used to generalize scientific approaches to the interpretation of labor efficiency, communicative efficiency and team interaction; the comparative method was used to assess their impact on the level of motivation and performance of activities; structural and functional analysis made it possible to determine the functional role of individual elements of the institutional mobilization system in ensuring its stability and efficiency.

To assess practical aspects, elements of economic and statistical analysis were used, which made it possible to interpret indicators of labor efficiency and labor organization in crisis conditions. The modeling method was also used to form an integrated approach to combining motivational, communication and personnel tools.

The materials of the study were scientific publications of domestic and foreign researchers on public administration, labor organization, personnel motivation and crisis management, analytical reports of international organizations, as well as generalized data on the functioning of management and personnel systems in security crises.

5. Results and Discussion

Sustainable mobilization in conditions of protracted conflict can be defined as a long-term, institutionally established process of attracting, distributing and reproducing human, organizational and resource capabilities aimed at maintaining the functioning of critical areas of society in conditions of chronic instability and a high level of uncertainty. Unlike short-term mobilization measures, which are predominantly reactive in nature, sustainable mobilization involves systematicity, continuity and adaptability of management decisions. Its key feature is the ability of institutions to maintain a balance between security needs and maintaining labor efficiency, labor organization and socio-economic stability [13, p. 309].

Sustainable mobilization is considered as the result of the functioning of formal and informal rules, norms and mechanisms that regulate the behavior of participants in mobilization processes. It is institutions that determine the framework of motivation, the nature of resource allocation, the logic of communication and the level of coordination between management entities. An important element of this approach is the integration of educational, financial and personnel tools that form a sustainable incentive system. The educational component ensures the development of competencies and adaptability of personnel, the financial component supports motivation and stability of participation, and the personnel component guarantees the effective selection and distribution of resources in accordance with the needs of the system [1, p. 41].

Thus, in the theoretical dimension, sustainable mobilization appears as an institutionally organized system of long-term provision of resource and functional stability of society, in which motivation, labor efficiency, communication, communicative efficiency, labor organization and team interaction play a key role as interrelated elements of a single management mechanism [3, p. 75].

In modern scientific thought, the mobilization stability of the state is considered as the integral ability of the institutional system to support the continuous involvement of resources (human, financial, organizational) to achieve defense and security goals in conditions of protracted conflict. Analysis of scientific approaches allows us to identify several main conceptual directions (Table 1).

Key factors ensuring the mobilization stability of the state are formed as a result of the interaction of institutional, organizational, social and resource components that determine the ability of the state administration system to function effectively in conditions of a protracted conflict. In modern scientific approaches, this category is considered not only as military-administrative capacity, but as a complex characteristic of the state, which includes the quality of labor organization, the level of motivation of human resources, the effectiveness of communication processes and the consistency of team interaction between institutions [6, p. 150]. An important role is played by the organization of labor, which forms the structural basis for the functioning of mobilization mechanisms. In this context, communication and communicative effectiveness are critical conditions for coordinating actions, reducing information barriers and increasing the speed of making managerial decisions [17, p. 107].

Table 1. Scientific approaches to the formation of the state's mobilization stability and key factors for its provision

Scientific approach	Content of the approach	Main emphases	Key factors of mobilization resilience
Institutional approach	Considers mobilizational resilience as a result of the functioning of formal and informal institutions	Coherence of state structures, regulatory framework, institutional adaptability	Institutional stability; management efficiency; work organization; coordination between agencies
Resource-oriented approach	Focuses on the state's ability to mobilize and redistribute resources	Human capital, finance, material and technical base	Work efficiency; financial security; resource efficiency
Social-communication approach	Explains resilience through the level of state-society interaction	Communication, trust, information flows	Communication; communicative efficiency; team interaction; social support
Behavioral-motivational approach	Focuses on the behavioral responses and motivations of participants	Material and non-material incentives, involvement	Motivation; work efficiency; stability of personnel potential
Organizational-management approach	Considers mobilization as a result of managerial effectiveness	Management structure, coordination, speed of decisions	Work organization; team interaction; management efficiency

Source: Compiled by the authors based on [14, p. 4; 15, p. 13; 16, p. 80].

Additionally, team interaction provides a synergistic effect that enhances the effectiveness of joint actions within the institutional system. The key determinants of the state's mobilization resilience are presented in Figure 1.

Labor efficiency	basic indicator of the effectiveness of the mobilization system
Personnel motivation (material and non-material)	condition for stable involvement of human resources
Work organization	ensures a rational distribution of functions and resources
Communication and communicative effectiveness	determines the coherence of institutional actions
Team interaction	ensures synergy between participants in the mobilization process
Stability and flexibility of the institutional system	ability to adapt to environmental changes
Level of human capital development	in particular, educational and professional training

Figure 1. Key factors for ensuring mobilization sustainability

Source: Compiled by the authors based on [1, p.41; 4, p. 248; 6, p. 150].

The combination of these factors forms a multidimensional basis for the mobilization stability of the state, in which human, organizational and communication elements are integrated into a single system for ensuring the stable functioning of the state in conditions of prolonged crisis challenges. A high level of human capital development directly affects labor efficiency. Effective labor organization allows for the maximum realization of personnel potential, optimizes the distribution of functions and reduces the level of overload. [9, p. 18]. No less important is the role of motivation, which acts as an internal driver of involvement and responsibility. In combination with educational and financial incentives, it contributes to the retention of qualified personnel and increasing their performance. However, even with a high level of individual competencies, the effectiveness of the system largely depends on the quality of communication [11, p. 25].

Human capital and social trust are interrelated elements that determine the level of mobilization capacity. Motivation in conditions of prolonged workload acquires system-forming significance, since it determines the level of staff involvement, resistance to stress factors and the ability to maintain high work efficiency in the long term. Unlike short-term incentives that are focused on quick results, in

protracted crisis conditions motivation should be comprehensive, internally reinforced and institutionally supported [15, p. 13].

No less significant is the role of communication in forming a motivational environment. Open and understandable communication processes increase communicative efficiency, reduce the level of uncertainty and contribute to the formation of trust between management and staff. This, in turn, has a positive effect on internal motivation, since employees better understand the goals and meaning of their activities [8, p. 8].

Communication in conditions of protracted conflict is a key tool for coordinating mobilization resources, on which labor efficiency, consistency of actions and stability of the system's functioning directly depend. First of all, communication ensures the integration of different levels of management - strategic, operational and tactical. Thanks to this, a single information space is formed, in which goals are agreed, resources are allocated and task performance is monitored. In such a system, communicative efficiency becomes a determining indicator that reflects the organization's ability to respond quickly to changes and minimize waste of time and resources [13, p. 309].

An important aspect is the impact of communication on the organization of work. Clearly structured information flows allow you to avoid duplication of functions, reduce the burden on personnel and increase overall work efficiency. Communication also plays a critical role in forming a motivational environment. Transparency, timeliness and reliability of information increase the level of trust in management decisions, promote staff involvement and strengthen internal motivation. In such conditions, employees clearly understand their tasks, the importance of their own contribution and the prospects for their activities [17, p. 107].

An important element is formalized mechanisms - regulations, protocols, standards for information exchange, which ensure stability and predictability of communication processes. At the same time, informal communications play an equally important role, as they contribute to the rapid dissemination of information, strengthening trust and developing team interaction [18, p. 12].

The effectiveness of these mechanisms is largely determined by their ability to ensure timeliness, accuracy and accessibility of information. A high level of communicative efficiency is achieved when information flows are continuous, understandable and adapted to the needs of various participants in the mobilization process. This, in turn, helps to reduce the level of uncertainty, increase the validity of decisions and reduce the time for their implementation. In addition, communication mechanisms directly affect staff motivation [19, p. 63]. Transparency of management processes and access to information increase trust in the system, which has a positive effect on employee engagement and their readiness to perform tasks in difficult conditions. This also creates the prerequisites for increasing work efficiency [9, p. 18]. In the context of team interaction, effective communication mechanisms ensure consistency of actions and rapid problem resolution. This increases the ability of teams to act in a coordinated manner, which is critically important in mobilization systems (Table 2).

The combination of these mechanisms forms a holistic communication system, on which the communicative effectiveness of management depends. Its high level ensures consistency of actions, increased motivation, work efficiency and the development of effective team interaction in conditions of protracted conflict. Communication mechanisms are key elements of managing mobilization processes, and their quality determines the level of communicative effectiveness. It is through established communication links that increased labor efficiency, optimization of labor organization, increased motivation and the development of effective team interaction in conditions of protracted conflict are ensured [8, p. 8]. Motivation plays the role of a catalyst for synergy. This allows not only to increase individual labor efficiency, but also to achieve significantly better collective results. Team interaction in conditions of protracted security crises is characterized as a key organizational mechanism that ensures consistency of actions, responsiveness and stability of the functioning of structures in conditions of increased uncertainty. Its features are determined by the specifics of the environment in which traditional hierarchical management models are often inferior to more flexible, adaptive forms of coordination [20, p. 181].

The importance of team interaction lies in the formation of stable organizational structures capable of functioning effectively in conditions of uncertainty. It provides increased labor efficiency, increased motivation, improved communication and overall adaptability of the system. Thanks to this, the organization acquires the ability not only to respond to challenges, but also to maintain stability and effectiveness in the long term [21].

Table 2. Communication mechanisms in the mobilization process management system

Communication mechanism	Content	Impact on communicative effectiveness	Impact on labor and management effectiveness
Vertical communication	Transfer of information between management levels (top-down and bottom-up)	Provides clarity of decisions and control of implementation	Increases discipline, reduces uncertainty, improves work organization
Horizontal communication	Interaction between departments and colleagues of the same level	Promotes consistency of actions and rapid exchange of information	Reduces duplication of functions, increases work efficiency
Network (digital) communication	Use of digital platforms, information systems	Increases the speed and availability of information	Optimizes resource management, improves decision-making efficiency
Formalized communication	Regulations, orders, protocols, standards	Ensures stability and predictability of processes	Improves work organization and quality control
Informal communication	Informal contacts, interpersonal communication	Increases trust and speed of information exchange	Increases motivation, promotes team interaction
Feedback	Obtaining reactions to management decisions	Improves adaptability and quality of management	Allows adjustment of processes, increases work efficiency
Crisis communication	Operational information in conditions of uncertainty	Ensures rapid response and reduces panic	Supports work stability and mobilization capacity

Source: Compiled by the authors based on [17, p. 107; 18, p. 12; 19, p. 63].

Institutional mechanisms of mobilization in conditions of protracted conflict constitute a system of formal rules, organizational structures, management practices and incentive tools that ensure the attraction, distribution and reproduction of human and resource capabilities to maintain the functioning of critically important spheres of society. Their analysis should be carried out through the prism of the interaction of institutions, motivational factors and communication processes [17, p. 107]. The basic element of such mechanisms is the regulatory and legal institutional framework, which defines the rules of participation, responsibility and resource allocation. In conditions of protracted conflict, it performs a stabilizing function, but requires high flexibility to adapt to a rapidly changing environment. It is the institutional capacity to adapt that determines the effectiveness of the mobilization system in the long term [9, p. 18].

No less important are communication mechanisms that ensure coordination between different levels of management. Their quality determines the level of communicative efficiency, speed of decision-making and coherence of actions. Insufficient development of communication leads to information gaps, which reduces the effectiveness of the entire system [19, p. 63].

Generalization of institutional mechanisms of mobilization in conditions of protracted conflict requires systematization of the main instruments of influence on human resources and assessment of their functional role in ensuring the stability of organizational structures. In this context, the allocation of three interrelated groups of mechanisms – educational, financial and personnel – which form a complex system of maintaining mobilization capacity [4, p. 248] is of particular importance. Table 3 presents key characteristics, functions and impact on the main parameters of the system's functioning. This allows for a comprehensive assessment of the role of each mechanism and identification of their complementarity in crisis conditions.

Institutional mechanisms of mobilization function as an interdependent system in which educational, financial and personnel tools perform complementary functions. Educational incentives ensure the development of human capital and long-term adaptability, financial ones support motivation and stability of participation, and personnel ones guarantee effective organization of work and rational allocation of resources. Their integration forms a synergistic effect, which is manifested in increasing labor efficiency, strengthening motivation, improving labor organization, developing communicative efficiency and strengthening team interaction. Taken together, this ensures increased stability of

mobilization systems and their ability to function in conditions of protracted conflict [18, p. 12]. Institutional mechanisms of mobilization form a complex system, the effectiveness of which depends on the balance between motivation, labor organization, the level of communication and the quality of team interaction [4, p. 248]. In a protracted conflict, their analysis shows that the stability of a mobilization system is determined not only by resource provision, but also by the ability of institutions to ensure coherence of actions, trust and adaptability to constant changes.

Table 3. Institutional mobilization mechanisms and their impact on the functioning of the system

Group of mechanisms	Main tools	Key functions	Impact on the system (labor efficiency, motivation, communication, labor organization, team interaction)
Educational incentives	Training, retraining, advanced training, competence development	Formation and renewal of human capital	Increase labor productivity through the growth of professional knowledge; strengthen incentives; increase the flexibility of labor organization
Financial incentives	Salary, rewards, compensation, social guarantees	Material support for participation in mobilization processes	Directly increase motivation; contribute to personnel stability
Human resources mechanisms	Selection, personnel distribution, rotation, personnel retention	Ensuring the human resource capacity of the system	Optimize labor organization; strengthen team interaction; ensure continuity of management processes

Source: Compiled by the authors based on [3, p. 75; 5, p. 133; 6, p. 150; 7, p. 56].

The relationship between motivation and labor efficiency in mobilization systems is systemic and interdependent, since it is motivation that acts as a key internal mechanism that determines the level of personnel involvement, the quality of task performance and overall performance in conditions of increased workload. In mobilization systems, motivation forms the basis of employees' behavioral activity, influencing their willingness to work in conditions of stress, uncertainty and limited resources [22, p. 144]. In this context, motivation is the primary factor, while labor efficiency is its measurable result.

Institutional conditions, in particular the incentive system, labor organization and quality of communication, play an important role in this relationship. In turn, effective labor organization allows transforming motivational potential into specific results of activity [21]. Communication and communicative effectiveness also act as important mediators of this relationship. Transparency of information processes, clarity of tasks and feedback increase the level of motivation, reducing uncertainty and strengthening trust in the management system. This contributes to a more rational use of resources and increases overall labor efficiency [15, p. 13]. Thus, motivation and labor efficiency in mobilization systems form an interconnected dynamic system, where motivation is a driving factor, and labor efficiency is its result. Their coordinated development ensures the stability of the functioning of organizational structures, increased productivity and stability of the system in conditions of protracted conflict.

Assessment of communication processes in the mobilization management system is an important analytical stage. Communication in such a system acts not only as a channel for transmitting information, but also as a key tool for coordinating mobilization resources. The basic criterion for evaluation is communicative efficiency, which reflects the system's ability to provide timely, accurate and understandable information exchange between all levels of management. A high level of communicative efficiency helps to reduce information losses, reduce decision-making time and improve the quality of management actions [16, p. 80].

Summarizing the previous analysis of institutional mechanisms of mobilization, as well as the identified relationships between educational, financial and personnel tools, it can be stated that the effectiveness of mobilization processes is largely determined by the level of their integration. The disparate application of incentives does not provide a sustainable result in conditions of protracted conflict, while their coordinated interaction forms a synergistic effect that enhances motivation, optimizes labor organization and increases the communicative efficiency of management [1, p. 41].

In this context, there is a need to move from the fragmented use of individual tools to a systemic model of integration of incentives for increasing the effectiveness of mobilization, which reflects the holistic architecture of the interaction of educational, financial and personnel components and their impact on the overall effectiveness of the system [14, p. 4]. The central link of the model is human capital, the effectiveness of which determines the effectiveness of mobilization processes (Fig. 2).

The integration of the three blocks of incentives forms a single system for managing mobilization resources. This ensures increased labor efficiency, strengthened motivation, optimized labor organization, and the development of communication and team interaction in conditions of protracted conflict. The proposed model considers mobilization processes as a holistic system in which educational, financial, and personnel incentives do not function separately, but mutually reinforce each other. Their integration forms a synergistic effect that ensures increased stability and effectiveness of mobilization systems in long-term crisis conditions [23, p. 55].

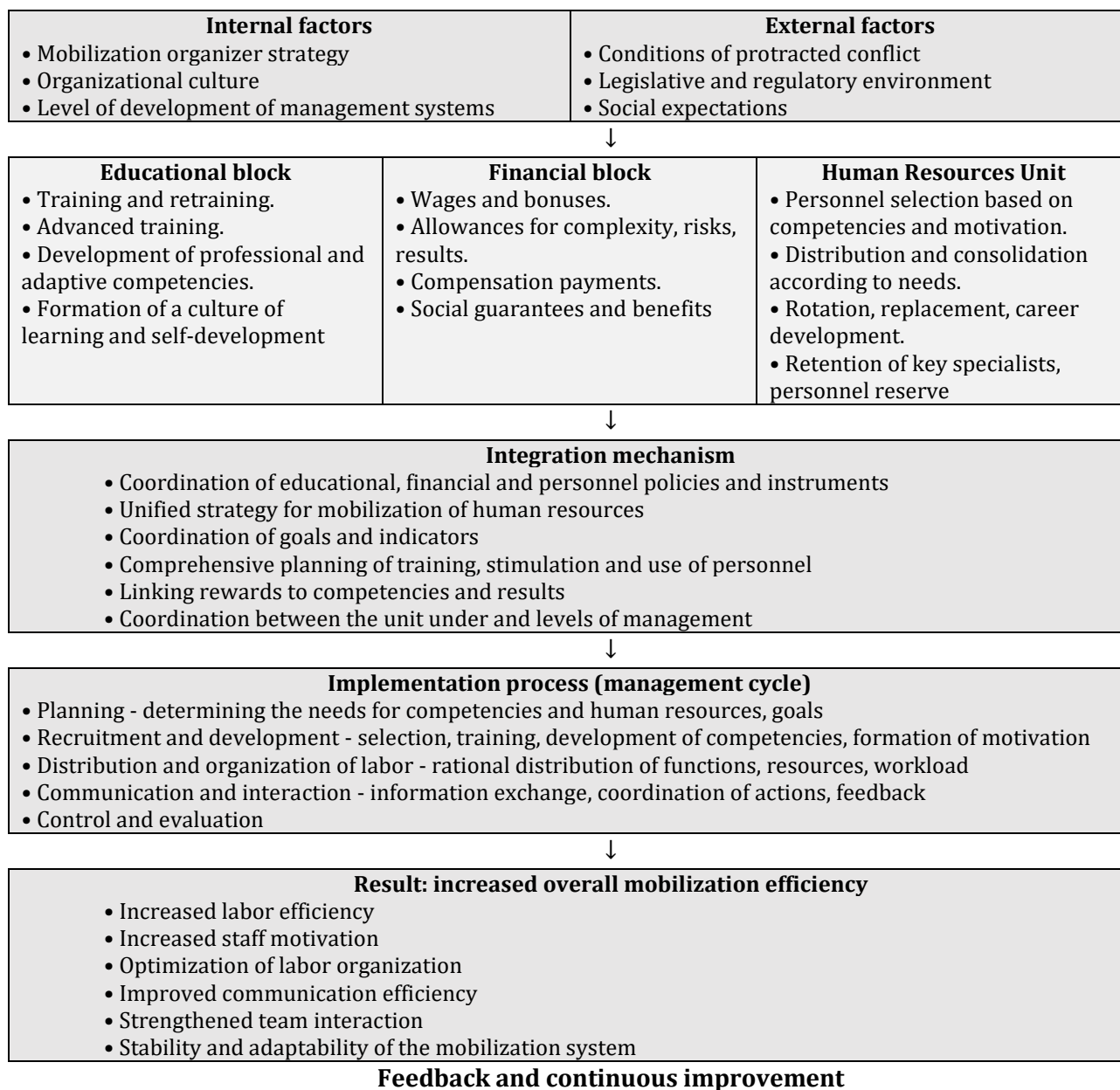


Figure 2. A model for integrating educational, financial, and human resources incentives to increase overall mobilization effectiveness

Source: Compiled by the authors.

Practical recommendations for improving institutional mobilization mechanisms are based on the need to increase their effectiveness in conditions of protracted conflict. The generalization of scientific approaches and management practices allows us to identify key areas of reform, which include

institutional coordination, digitalization of management processes, improvement of communication, motivational system, organization of work and development of human capital [24, p. 465]. Table 4 systematizes the main areas of improvement, their content and expected results, which allows us to comprehensively assess the potential for increasing the efficiency of the mobilization system.

Table 4. Directions for improving institutional mobilization mechanisms

Direction of improvement	Content of recommendations	Expected effect
Institutional coordination	Creation/optimization of a single coordination center, clear division of powers between agencies	Increased consistency of actions, reduced duplication of functions, accelerated decision-making
Digitalization of management	Implementation of integrated digital platforms for interdepartmental interaction	Operational exchange of information, reduced information losses, increased transparency
Communication efficiency	Standardization of communication protocols, development of horizontal connections between departments	Improved coordination, reduced risk of information distortion, faster interaction
Motivational system	Combination of financial and non-financial incentives (rewards, career, social guarantees)	Increased staff involvement, stability of human resources
Work organization	Implementation of result-oriented management models, optimization of functions	Increased work efficiency, reduced bureaucracy, increased responsibility
Team interaction	Formation of cross-functional teams to perform tasks	Strengthened coordination, flexible management, rapid response to challenges
Human capital development	Integration of educational programs with the needs of the mobilization system	Improved professional and communicative competencies of staff
Performance monitoring	Implementation of an assessment system based on KPI (productivity, communication, motivation)	Performance control, timely identification of problems, increased management efficiency

Source: Compiled by the authors based on [23, p. 55; 24, p. 465; 25, p. 45].

Increasing the effectiveness of institutional mobilization mechanisms is possible only if they are systematically modernized and integrated. The key role in this process is played by communicative efficiency, staff motivation, and rational labor organization, which are interconnected and form the basis of effective management. The introduction of digital tools, improved coordination between institutions, and the development of team interaction provide a synergistic effect, which is manifested in increasing the efficiency of decisions, the stability of human resources, and the overall stability of the state mobilization system [26, p. 159].

The reform of the mobilization system should be based on the principles of consistency, flexibility, and result-oriented management. It is advisable to clearly delineate the powers between institutions, eliminate duplication of functions, and optimize the management vertical. Another important direction is to improve the regulatory framework in order to increase the efficiency of decision-making and adapt the system to changes in the security environment [15, p. 13].

The mobilization management system is characterized by the growing role of innovative approaches and technologies. Their implementation allows not only to optimize management processes, but also to provide a qualitatively new level of coordination, communication and analytical support for decision-making. First of all, the priority direction is the digitalization of management processes, which involves the use of integrated information systems for collecting, processing and exchanging data between institutions [27].

The use of analytical platforms and big data processing technologies is important, which allow modeling scenarios for the development of mobilization processes. This ensures more informed and timely adoption of management decisions. A separate direction is the automation of administrative and communication procedures, which reduces the level of bureaucratic burden, increases the efficiency of

interaction and contributes to the rational use of human resources. In this context, the integration of electronic document management systems and task management platforms is also important [28, p. 70].

No less significant is the implementation of decision-making support technologies. They allow improving the quality of strategic planning and provide a more flexible response to changes in the security environment. The use of innovative approaches and technologies forms the basis for the transformation of institutional mechanisms of mobilization. Sustainable mobilization in conditions of protracted conflict is possible only under the condition of systematic integration of educational, financial and personnel incentives [26, p. 159]. Their interaction forms the basis for increasing labor efficiency, strengthening motivation and improving labor organization, which together ensures the long-term stability of the institutional system of the state.

6. Conclusions

It was found that the effectiveness of ensuring sustainable mobilization in times of prolonged confrontation is determined by the degree of cohesion of institutional principles, in particular educational, monetary and personnel incentives. It is proposed to consider mobilization sustainability as a complex system in which educational incentives ensure the development of human capital, financial incentives support the motivation and stability of the personnel, and personnel incentives form the long-term capacity of institutions for continuous functioning. This approach allows us to move from fragmented management to systemic integration of resources and processes. The proposed measures include the introduction of integrated incentive programs, improving the communication system between institutions, digitalization of management processes, development of team interaction, as well as modernization of the system of professional training of personnel in accordance with the needs of the mobilization system.

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