

THE PERSONNEL MANAGEMENT SYSTEM OF THE ORGANIZATION IN THE CONDITIONS OF MARTIAL LAW AND THE MAIN DIRECTIONS OF ITS IMPROVEMENT

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INTRODUCTION

In times of martial law, organizations face unique challenges in maintaining effective personnel management systems. The implementation of martial law often disrupts normal operations, posing significant hurdles for workforce management and organizational stability. Therefore, understanding and improving the personnel management system becomes imperative to ensure continuity and resilience in such challenging conditions.

This study delves into the intricate dynamics of personnel management within organizations operating under martial law. By examining the existing systems and practices, it aims to shed light on the specific challenges faced by organizations during these periods of heightened security and instability. Furthermore, this research endeavors to identify key areas for improvement within the personnel management framework, offering insights into strategies and interventions that can enhance organizational resilience and effectiveness.

Ultimately, the findings of this research endeavor to empower organizations to adapt, thrive, and effectively manage their workforce amidst the uncertainties of martial law.

OBJECTIVE AND TASKS

The objective of this study is to comprehensively analyze the personnel management system within organizations operating under martial law and to identify the main directions for its improvement.

Research objectives: 1) examine the specific challenges faced by organizations in managing personnel during periods of martial law; 2) explore best practices and strategies for enhancing the personnel management system in the context of martial law; 3) develop recommendations

and guidelines for improving the personnel management system to ensure organizational resilience and effectiveness in times of martial law.

MATERIALS AND METHODS

A thorough review of relevant academic literature, scholarly articles, books, and reports on personnel management, crisis management, and martial law will be conducted to establish a theoretical framework and gain insights into existing knowledge and practices.

Case studies of organizations operating under martial law were analyzed to understand their experiences, challenges faced and HR management strategies during this period.

RESULTS

The personnel management system of an organization under conditions of martial law presents unique challenges that require careful examination and strategic planning. In times of heightened security and uncertainty, effective management of personnel becomes essential for maintaining organizational stability and resilience [4]. This study aims to investigate the personnel management system within organizations operating under martial law and to identify the main directions for its improvement.

Under martial law, organizations often face disruptions to normal operations, increased security measures, and heightened tensions in the external environment. These conditions can significantly impact the management of personnel, including recruitment, retention, training, and performance evaluation. Therefore, understanding the specific challenges faced by organizations in managing personnel during martial law is crucial for developing targeted interventions and strategies for improvement.

During periods of martial law, organizations encounter numerous challenges in effectively managing personnel. Firstly, there's restricted movement and communication due to strict regulations imposed under martial law. Employees may face difficulties commuting to work, attending meetings, or communicating with colleagues, disrupting workflow and collaboration.

Secondly, heightened security concerns require organizations to prioritize employee safety. Implementing additional security measures such as surveillance and restricted access to facilities can create a tense environment, impacting employee morale.

Thirdly, the suspension of civil liberties poses ethical dilemmas for organizations. Balancing security needs with respect for individual rights, especially freedom of assembly and expression, becomes challenging.

The next, disruptions in supply chains due to increased security measures and transportation restrictions can lead to shortages and delays in production. Organizations must navigate these disruptions through proactive planning and collaboration with suppliers.

Lastly, the uncertainty and instability associated with martial law affect employee morale and well-being. Employees may experience heightened stress and anxiety, requiring organizations to provide support and resources to maintain morale. It is also important not to underestimate the impact of social networks on the psycho-emotional state of employees [1].

Assessing the effectiveness of existing personnel management systems and practices under martial law conditions involves evaluating their ability to address the unique challenges presented by such circumstances.

The effectiveness of personnel management systems can be evaluated based on their adaptability to changing circumstances and regulations imposed during martial law. Systems that can quickly adjust policies, procedures, and workflows to comply with new restrictions while maintaining productivity are considered more effective.

Effective communication is crucial during periods of martial law to ensure employees are informed about changes, regulations, and safety protocols. Assessing the clarity, frequency, and channels of communication within the organization can provide insights into the effectiveness of personnel management practices in keeping employees informed and engaged.

Personnel management systems should prioritize employee safety and security during martial law conditions. Evaluating the measures in place to ensure employee well-being, such as security protocols, emergency response plans, and access to resources, can indicate the effectiveness of these systems in protecting employees in challenging environments.

Personnel management systems must ensure compliance with martial law regulations and legal requirements while upholding employee rights and freedoms. Assessing the organization's adherence to relevant laws, regulations, and ethical standards can help determine the effectiveness of personnel management practices in navigating legal and ethical complexities [2].

Effective personnel management systems should maintain employee morale and engagement despite the challenges of martial law. Evaluating employee satisfaction, retention rates, and morale indicators can provide insights into the effectiveness of practices such as employee support programs, recognition initiatives, and opportunities for feedback and involvement.

Lastly, assessing the ability of personnel management systems to maintain operational continuity and productivity during martial law

conditions is essential. Systems that can sustain essential operations, manage workforce disruptions, and mitigate risks to organizational stability are considered more effective in ensuring business continuity.

In times of martial law, the personnel management system of any organization undergoes significant adaptations to effectively navigate the challenges posed by the situation. One primary focus lies in ensuring the safety and security of employees. This encompasses establishing robust protocols for emergency response, evacuation procedures, and maintaining communication channels for swift dissemination of critical information.

Additionally, there's a heightened emphasis on personnel readiness and resilience. Training programs are revamped to equip employees with the necessary skills to operate efficiently under stress and uncertainty. This might include crisis management training, first aid courses, and workshops on psychological resilience to help mitigate the impact of prolonged tension.

Moreover, there's a need for enhanced coordination and collaboration within the organization. Clear lines of authority and communication channels are established to facilitate rapid decision-making and response to evolving situations. Cross-functional teams may be formed to address specific challenges, fostering a sense of unity and shared responsibility among staff members.

Adaptability becomes paramount. The personnel management system must be flexible enough to accommodate fluctuations in staffing levels, resource allocations, and operational priorities dictated by the exigencies of martial law. This may involve implementing agile workforce planning strategies, contingency staffing arrangements, and remote work capabilities where feasible.

Fostering partnerships with external agencies is a crucial aspect of organizational preparedness and resilience in times of emergency, including during martial law. Collaborating with governmental bodies, local authorities, law enforcement agencies, and relevant stakeholders can provide organizations with invaluable resources, expertise, and support to navigate the evolving landscape of a state of emergency [3].

External agencies often possess specialized knowledge and resources that can complement an organization's internal capabilities. For instance, law enforcement agencies can offer guidance on security protocols and threat assessments, while governmental bodies may provide access to emergency funding or regulatory waivers to facilitate business continuity.

Moreover, partnerships with external agencies facilitate information-sharing and coordination efforts, enabling organizations to stay abreast of emerging threats, regulations, and best practices. This exchange of

information can enhance situational awareness and inform strategic decision-making, thereby bolstering the organization's ability to adapt swiftly and effectively to changing circumstances.

Finally, maintaining morale and motivation amidst the heightened tensions is crucial. Leaders play a pivotal role in providing guidance, reassurance, and support to employees during challenging times. Recognizing and rewarding exemplary performance, fostering a sense of camaraderie, and promoting open communication channels can all contribute to sustaining morale and fostering a sense of unity within the organization.

CONCLUSIONS

In conclusion, the personnel management system of an organization plays a crucial role in ensuring the safety, well-being, and productivity of employees during times of martial law. By implementing measures to enhance security, communication, flexibility, and compliance, organizations can navigate the challenges of martial law more effectively. Continuously improving the personnel management system through crisis planning, training, employee engagement, and partnerships with external agencies can help organizations adapt to the changing landscape of a state of emergency.

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