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FEATURES OF HUMAN RESOURCE MANAGEMENT IN THE SOCIOCULTURAL SPHERE UNDER MARTIAL LAW

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PRESENTATION AND PURPOSE OF THE STUDY. The full-scale war in Ukraine has caused dramatic changes in all areas of public life, including the sociocultural sphere. Institutions in this sector face not only economic and logistical challenges, but also critical issues in human resource management. The instability of the external environment, forced displacement, emotional burnout, staff shortages, and the need to adapt to crisis conditions have significantly affected HR processes. Under martial law, personnel management requires new strategies that combine flexibility, resilience, and psychological support for employees. The purpose of this article is to analyze the peculiarities of personnel management in the sociocultural sphere under martial law and to identify effective approaches to maintaining performance and team cohesion in such extreme conditions.

RESEARCH METHODS. The article applies general scientific and special methods, including analysis, synthesis, comparison, systemic approach, expert evaluation, situational modeling, and SWOT analysis. These tools allowed for the identification of key trends, risks, and adaptive management mechanisms within cultural and social institutions operating during wartime.

THE RESULTS. The study emphasizes that effective HR management during martial law should focus on psychological resilience,

team motivation, flexible forms of employment, decentralization of decision-making, and the introduction of digital tools for remote coordination and communication. The article also highlights the importance of leadership skills, empathy, and trust in team interactions. Institutions that demonstrated proactive HR policies were better able to retain staff, preserve institutional memory, and ensure service delivery continuity. Specific attention was given to the development of support programs for internally displaced cultural workers and the implementation of short-term contracts and volunteer-based staffing models.

CONCLUSIONS. In wartime conditions, personnel management in the sociocultural sphere becomes a factor of institutional survival. The ability to quickly reorganize workflows, maintain employee morale, and implement adaptive leadership models is critical. The experience of wartime HR practices may lay the foundation for a new, more resilient model of public management in Ukraine's cultural and social sectors. Strategic investment in human capital, emotional intelligence, and agile organizational structures is key to sustainability in crisis conditions.

KEYWORDS: sociocultural sphere; human resource management; martial law; crisis leadership; motivation; staff adaptation; digital tools; institutional resilience.

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ОСОБЛИВОСТІ УПРАВЛІННЯ ПЕРСОНАЛОМ СОЦІОКУЛЬТУРНОЇ СФЕРИ В УМОВАХ ВІЙСЬКОВОГО СТАНУ

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ВИСТУП І МЕТА ДОСЛІДЖЕННЯ.

Повномасштабна війна в Україні спричинила кардинальні зміни у всіх сферах суспільного життя, зокрема в соціокультурній сфері. Установи цієї галузі стикаються не лише з економічними та логістичними викликами, а й із гострими проблемами в управлінні персоналом. Нестабільність зовнішнього середовища, вимушене переміщення, емоційне вигорання, кадровий дефіцит і необхідність адаптації до кризових умов суттєво вплинули на HR-процеси. В умовах воєнного стану управління персоналом потребує нових стратегій, які поєднують гнучкість, стійкість і психологічну підтримку працівників. Мета статті – проаналізувати особливості управління персоналом у соціокультурній сфері в умовах воєнного стану та визначити ефективні підходи до збереження працездатності та командної згуртованості в умовах надзвичайної ситуації.

МЕТОДИ ДОСЛІДЖЕННЯ. У процесі написання статті використовувалися загальнонаукові та спеціальні методи: аналіз, синтез, порівняння, системний підхід, експертне оцінювання, ситуаційне моделювання, SWOT-аналіз. Застосування цих інструментів дозволило виявити основні тенденції, ризики та адаптивні механізми управління в умовах роботи соціокультурних установ у період війни.

РЕЗУЛЬТАТИ. У статті наголошується, що ефективно управління персоналом в

умовах воєнного стану має ґрунтуватися на психологічній стійкості, мотивації команди, гнучких формах зайнятості, децентралізації прийняття рішень і впровадженні цифрових інструментів для дистанційної координації та комунікації. Акцент зроблено на ролі лідерства, емпатії та довіри у взаємодії з колективом. Установи, які впроваджували проактивну HR-політику, краще зберегли кадри, інституційну пам'ять і стабільність надання послуг. Особливу увагу приділено підтримці внутрішньо переміщених працівників культури, впровадженню короткострокових контрактів та моделей волонтерської зайнятості.

ВИСНОВКИ. В умовах війни управління персоналом у соціокультурній сфері стає чинником виживання установ. Здатність оперативно реорганізувати робочі процеси, підтримувати моральний дух працівників і впроваджувати адаптивне лідерство має ключове значення. Досвід воєнного періоду може стати основою нової, стійкої моделі управління у сфері культури й соціальної політики України. Стратегічні інвестиції в людський капітал, емоційний інтелект і гнучкі організаційні структури є запорукою життєздатності в умовах кризи.

КЛЮЧОВІ СЛОВА: соціокультурна сфера; управління персоналом; воєнний стан; кризове лідерство; мотивація; адаптація персоналу; цифрові інструменти; інституційна стійкість.

Introduction. The sociocultural sphere plays a crucial role in shaping national identity, preserving cultural heritage, and fostering community resilience-functions that become especially vital during times of war. Under conditions of martial law, institutions in this field face unprecedented challenges that extend beyond material destruction or budget constraints. One of the most pressing and complex issues is the management of human resources. Wartime realities-displacement, emotional trauma, loss of personnel, shifting priorities, and heightened uncertainty-require a fundamentally different approach to staffing, leadership, motivation, and organizational behavior.

Effective human resource management (HRM) in the sociocultural sphere under martial law must go beyond traditional administrative frameworks. It must evolve into a dynamic, flexible, and humane system capable of responding to rapidly changing conditions. Institutions in this sector, such as libraries, museums, cultural centers, and arts organizations, are not just service providers-they are carriers of national memory and tools of psychological resistance. Their ability to operate and support the public directly depends on the well-being, motivation, and professional capacity of their staff.

Furthermore, the wartime context necessitates the redefinition of institutional goals and the adaptation of HR strategies to new realities. These may include a shift toward digital formats, decentralized management, hybrid work models, and the integration of psychological support systems. Staff members often work under conditions of high emotional stress and personal risk, making the human factor a central consideration in managerial decision-making. At the same time, the need for institutional continuity, innovation, and societal impact remains as urgent as ever.

Human capital becomes not only a resource but a critical asset that determines the survival and resilience of sociocultural institutions. Accordingly, effective HRM in this period must integrate elements of crisis management, emotional intelligence, strategic communication, and scenario-based planning. This includes identifying key personnel, supporting displaced workers, preserving institutional memory, and fostering adaptive leadership.

The introduction of innovative HR practices, such as digital communication tools, remote collaboration platforms, and rapid skills training, can significantly enhance the resilience of organizations operating under martial law. Thus, the purpose of this article is to explore the specific features, challenges, and solutions of human resource management in the sociocultural sphere during wartime, drawing attention to both theoretical frameworks and real-world practices that can strengthen institutional effectiveness and societal stability.

Description of the problem. The full-scale war unleashed in Ukraine has inflicted unprecedented systemic stress on every aspect of national life,

particularly on the economic structure and labor dynamics. This disruption has not spared any sector-ranging from agriculture and manufacturing to the sociocultural sphere and the hospitality industry. The ripple effects of war have fundamentally destabilized labor supply chains, human resource continuity, and organizational structures, compelling institutions to function in an atmosphere of unpredictability, risk, and emotional overload.

One of the gravest and most immediate challenges is the large-scale loss of workforce due to forced displacement, military mobilization, and emigration. Millions of Ukrainians-many of them working-age adults-have been uprooted from their homes. A significant number of employees from sociocultural and service-related sectors, especially women, youth, and creative professionals, were forced to evacuate from territories under occupation or heavy bombardment. These individuals often belonged to the most active segment of the labor market, possessing soft skills, language fluency, and sector-specific experience that are essential for maintaining service quality and guest experience. According to recent demographic data, over one-third of the population of Ukraine has been internally or externally displaced since the onset of the war. This massive demographic shift has led to a profound contraction in the availability of labor, especially in urban centers and conflict-adjacent regions (Kudelia & Yakovenko, 2023).

Simultaneously, those employees who remain in Ukraine and continue working do so under extreme psychological and emotional stress. Their working lives are overshadowed by constant threats: missile attacks, curfews, blackouts, transportation disruptions, and personal tragedies. Many have lost homes, loved ones, or face the daily anxiety of having relatives on the battlefield. As a result, workplace morale suffers deeply, and conventional management tools such as performance bonuses or productivity-based promotions lose their motivational power. Under such conditions, a narrow focus on metrics or cost-efficiency becomes irrelevant, even counterproductive. Employers must now recognize emotional health, burnout prevention, and psychological resilience as central pillars of any viable HR strategy (Hushtan & Petechel, 2024).

In addition to psychological concerns, the legal framework governing labor has undergone substantial revisions to accommodate wartime exigencies. The adoption of the Law of Ukraine "On the Organization of Labor Relations Under Martial Law" (No. 2136-IX, enacted in March 2022) has introduced significant changes in employment regulation. These include revised provisions for employment contracts, modified grounds for termination, flexible scheduling allowances, and employer authority to alter working conditions without prior employee consent in specific cases (Kudelia & Yakovenko, 2023). While these reforms provide much-needed operational flexibility, they also place increased ethical and administrative responsibility on HR managers. The blurred legal

boundaries demand that HR professionals operate with heightened integrity, ensuring transparency, avoiding abuse of authority, and maintaining the trust of their workforce despite the volatile environment.

To provide a clearer overview of how HR practices are adapting under martial law, the table below presents key problem areas and the corresponding strategic solutions being implemented across Ukraine's sociocultural and hospitality sectors:

Table 1

HR Management Practices under Martial Law

Key Areas of HR Management	Adaptation Measures
Employee Safety	Evacuation plans, shelters, safe workspaces
Psychological Support	Access to counseling, stress resilience training
Motivation Systems	Non-material rewards, recognition programs
Remote and Flexible Work	Remote work formats, flexible schedules
Temporary Staff Integration	Recruitment campaigns, short-term contracts
Use of Senior Workforce Potential	Inclusion in mentoring, flexible roles
Continuous Training	Digital upskilling, rapid onboarding
Risk Management	Business continuity planning, crisis protocols

Source: composed based on (Hushtan & Petechel, 2024); Kudelia & Yakovenko, 2023; Cherep, Kaliuzhna & Mykhailichenko, 2023; Chornodid, Vasylets & Petrenko, 2022; Buhai, 2024; Chernyshova, Bondar & Krasilovska, 2024).

One particularly important trend across recent research is the growing importance of non-material motivation techniques. Financial rewards, while still relevant, have diminished motivational power during wartime due to reduced profitability, supply chain disruptions, and the broader economic crisis. In response, HR managers and business leaders are increasingly deploying recognition-based incentives, peer appreciation systems, and wellness initiatives to maintain staff engagement. These include programs that acknowledge individual contributions publicly, create safe spaces for emotional expression, and foster team bonding. In many cases, such intangible motivators-when aligned with organizational values-are more effective than monetary rewards in sustaining morale and encouraging loyalty under conditions of chronic uncertainty (Hushtan & Petechel, 2024; Chornodid, Vasylets & Petrenko, 2022).

Another critical dimension is risk management. HR departments are now central to enterprise resilience planning. Not only must they prepare for human losses or sudden relocations, but they also need to create protocols for continuity of work in case of air raids, blackouts, or communication failure. Israeli enterprises, as a comparative example, have long incorporated such contingency

planning into HR policy. They implement regular drills, distribute emergency kits, and educate employees on situational awareness – lessons now highly relevant for Ukrainian employers (Kudelia & Yakovenko, 2023).

An often overlooked but increasingly essential trend is the integration of senior workforce. Due to mass conscription and emigration of younger workers, many organizations have turned to experienced, older employees – often undervalued in pre-war hiring. These individuals bring institutional memory, emotional resilience, and stability, which are invaluable during periods of turbulence. Programs aimed at retaining and retraining older workers are now receiving attention as a sustainable staffing solution (Kovalyk & Levchuk, 2023).

Digitalization of HR functions has accelerated under necessity. Recruitment, onboarding, training, and evaluation are increasingly handled online to bypass physical risks. Yet, this transition also creates gaps – many middle-aged and senior employees lack digital literacy. Employers must therefore balance between innovation and inclusivity, ensuring no one is left behind in the tech shift.

Another underlined problem is conflict management within teams. War intensifies psychological strain, which often manifests in workplace tension, mistrust, or burnout. HR managers are now responsible for defusing these risks through emotional intelligence training, role clarification, and regular team-building efforts (Chernyshova, Bondar & Krasilovska, 2024).

Importantly, as highlighted in the works of O. Cherep et al. and K. Buhai, the sociocultural sphere also serves a therapeutic role during wartime – offering cultural continuity, psychological relief, and national identity reinforcement. HR professionals working in theaters, museums, or creative studios are thus managing not just internal teams but are also contributing to social stability through their output (Buhai, 2024).

Lastly, corporate social responsibility has emerged as a crucial HR concern. Many hospitality businesses have engaged in volunteer initiatives, supported territorial defense forces, or provided services to displaced populations. These efforts, while humanitarian, also enhance employee engagement and brand loyalty – creating a sense of collective mission.

Research results and prospects. The ongoing war in Ukraine has presented unprecedented challenges to all sectors of society, including sociocultural institutions and hospitality enterprises. These challenges have provided a real-time testing ground for the transformation of human resource management (HRM) systems. Based on the current research, institutional reports, and professional observations, several key patterns and innovations have emerged that redefine both the theory and practice of HRM in crisis conditions.

One of the most crucial findings is the necessity of adaptive, human-centric HRM strategies that prioritize psychological safety, flexibility, and ethical leadership. Numerous organizations that succeeded in maintaining operations throughout the war have demonstrated that rapid adaptation to external stressors – rather than rigid adherence to pre-war protocols – is essential for institutional survival. For example, successful institutions have restructured workflows, introduced flexible schedules, and developed internal crisis response teams, all while focusing on the emotional wellbeing of staff. These practices have proven to be more than temporary solutions; they now represent a new operational paradigm.

Sector-specific practices further highlight the breadth of HRM transformation. In cultural institutions such as museums and libraries, HR departments redefined work roles to include digital content creation, online education, and community outreach programs. These new responsibilities not only helped institutions remain active but also empowered staff with new skills. Similarly, in the hospitality sector, businesses that diversified services – for instance, converting hotels into shelters or community kitchens – also adapted their HR policies. Staff were retrained to interact with vulnerable populations, implement health protocols, and provide psychological first aid, making their roles more socially impactful.

An important outcome of the wartime HR shift is the reevaluation of leadership models. Traditional top-down approaches have increasingly been replaced with distributed and empathetic leadership. This shift acknowledges that staff in crisis zones require leaders who are emotionally intelligent, capable of making decisions under uncertainty, and sensitive to the personal circumstances of team members. As a result, training programs now include modules on trauma-informed leadership, rapid response coordination, and collaborative decision-making.

Organizational resilience has also become a key area of focus. The most successful HR departments operate not merely as administrative units but as strategic partners in institutional survival. They are involved in scenario planning, logistics coordination, and community engagement. This expanded role of HR professionals allows organizations to foresee disruptions, identify essential personnel, and build redundancy into staffing plans. For instance, several institutions have created reserve pools of cross-trained staff ready to take over key functions if frontline employees become unavailable.

Training and upskilling have become central pillars of HRM during the war. Institutions have invested in rapid training programs covering digital tools, psychological resilience, and safety protocols. In addition to technical skills, soft skills such as communication, empathy, and problem-solving have been emphasized. These programs are often conducted online, using gamification

elements or peer mentoring models to maintain engagement. HR professionals note that such training not only improves job performance but also instills a sense of purpose and belonging among staff.

Prospects for future development suggest that many of the crisis-induced changes in HRM will be institutionalized even after the war ends. For example, hybrid work models, psychological safety frameworks, and decentralized decision-making are likely to remain cornerstones of post-war HRM. The success of these approaches during wartime has challenged long-standing assumptions about workplace efficiency and authority structures. Furthermore, the war has exposed gaps in traditional HR education and policy-making, indicating the need for new academic programs, certification standards, and legislative reforms that better align with emergency realities.

International experience offers additional insights. Studies of Israeli enterprises, for instance, underscore the importance of embedding security and flexibility into HR policy from the outset. Regular emergency drills, psychological preparedness training, and modular job descriptions enable rapid response to unforeseen events. Ukrainian institutions are increasingly looking to such models to inform their own HR development strategies.

Another emerging trend is the focus on inclusion and diversity. Wartime displacement has led to more heterogeneous workplaces, with staff from various regions, age groups, and backgrounds working together. This diversity, while initially challenging in terms of communication and coordination, has become an asset when managed properly. HR departments that provide intercultural communication training and promote inclusive team cultures report stronger collaboration and innovative problem-solving.

Technological integration remains a high-priority prospect. As institutions invest in AI-based tools for recruitment, performance tracking, and mental health diagnostics, HRM is becoming increasingly data-driven. However, experts caution against over-reliance on algorithms without human oversight. A balanced approach that leverages technology while preserving the relational core of HRM is essential, particularly in sensitive sectors like culture and hospitality.

Finally, collaborative networks among institutions have proven to be valuable for sharing resources, training opportunities, and best practices. National associations and regional HR alliances have emerged, creating platforms for knowledge exchange and coordinated responses. These networks are expected to play a greater role in the reconstruction phase, supporting standardization, advocacy, and innovation in HR policy across the sociocultural landscape.

In conclusion, research results from the wartime context in Ukraine reveal a profound reconfiguration of human resource management. Far from being merely reactive, the new HRM paradigm is proactive, values-driven, and

strategically aligned with institutional and national resilience. As the country moves toward recovery, the lessons learned during this period offer a foundation for building a more inclusive, sustainable, and adaptable HR infrastructure capable of withstanding future crises.

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