УДК 005.73:339.137.2; JEL classification: M14; M16 DOI: https://doi.org/10.36887/2415-8453-2024-2-6

Близнюк Тетяна Павлівна ¹,

доктор економічних наук, професор, професор кафедри менеджменту та бізнесу

Собакар Маргарита Вікторівна 1,

доктор філософії, викладач кафедри менеджменту та бізнесу

¹ Харківський національний економічний

університет імені Семена Кузнеця

Blyznyuk Tetyana ¹,

Doctor of Sciences (Economics), Professor, Professor of Management and Business Department, https://orcid.org/0000-0002-8291-4150

Sobakar Marharyta 1,

PhD, Lecturer of Management and Business Department, https://orcid.org/0000-0003-2531-907X

¹ Simon Kuznets Kharkiv National University of Economics

РИЗИКИ У ВОЛОНТЕРСЬКІЙ ДІЯЛЬНОСТІ ПІД ЧАС ВІЙНИ В УКРАЇНІ RISKS IN VOLUNTEER ACTIVITIES DURING THE WAR IN UKRAINE

Близнюк Т. П., Собакар М. В. Ризики у волонтерській діяльності під час війни в Україні. Український журнал прикладної економіки та техніки. 2024. Том 9. № 2. С. 39 – 43. Blyznyuk T., Sobakar M. Risks in Volunteer Activities during the War in Ukraine. *Ukrainian Journal of Applied Economics and Technology*. 2024. Volume 9. № 2, pp. 39 – 43.

Важливе значення волонтерської діяльності у процесі суспільного розвитку та вирішення соціально значущих проблем визнано як на міжнародному, так і на національному рівнях. Волонтерство на сучасному етапі є проявом громадянської зрілості, сприяє стабілізації та регулюванню суспільних відносин. В умовах повномасштабної війни Україні роль волонтерства у забезпеченні армії всім необхідним постійно зростає. Але, в той же час, в таких умовах волонтерська діяльність характеризується високим ступенем ризику. Метою статті є аналіз ризиків у волонтерській діяльності під час війни в Україні. У статті розглянуто основні особливості та напрями волонтерської діяльності в Україні, що включають забезпечення армії, допомогу внутрішньо переміщеним особам, біженцям та інші актуальні соціальні питання. Визначається зміна волонтерського середовища в країні з початку повномасштабного вторгнення, що трансформувалось з хаотичного на структуроване та професійне. Стаття також висвітлює проблеми, що виникають перед волонтерськими організаціями, включаючи зниження обсягів допомоги, проблеми безпеки волонтерів, відсутність координації та ефективного контролю над переданим майном та інші. В роботі проаналізовано основні негативні аспекти волонтерської діяльності, які можуть становити ризики, зокрема: витрата внутрішніх ресурсів, глобалізація та гіперболізація діяльності, завищені вимоги до оточуючих, завищення своєї значущості, комплекс рятувальника, інвалідизація об'єкта допомоги, вождизм. Зазначено, що волонтерство може стати особливо небезпечним у плані емоційного вигорання, оскільки волонтерам необхідно не лише витрачати час і ресурси, а й надавати душевну підтримку. Також розглядаються ризики відкладення на потім права радіти життю та занурення волонтера в роль "рятувальника", що можуть призвести до відчуження від оточуючих. У зв'язку з цим, волонтерство може стати навіть джерелом конфліктів. У статті запропоновано шляхи вирішення ризиків та негативних аспектів волонтерської діяльності в умовах воєнного конфлікту в Україні. Наголошено на необхідності контролювати емоції, мотивацію, взаємини: слідкувати за психічним здоров'ям; порівнювати поставлені завдання з власними ресурсами; реально розуміти власні можливості; не відкладати важливі моменти.

Ключові слова: волонтерська діяльність, виснаження, емоційне вигоряння, комплекс рятувальника, психіка, проблеми, ризики.

The significant role of volunteer activities in social development and solving socially significant problems is recognized internationally and nationally. Now, volunteerism serves as an expression of civic maturity, contributing to stabilizing and regulating social relations. In the context of a full-scale war in Ukraine, the role of volunteering in providing the army with essential support is continuously increasing. However, volunteer activities are characterized by a high degree of risk in such circumstances. The article aims to analyze the risks of volunteer activities during the war in Ukraine. The article explores the fundamental features and directions of volunteer activities in Ukraine, including support for the army, assistance to internally displaced persons and refugees, and other relevant social issues. It identifies the transformation of the volunteer environment in the country from chaotic to structured and professional since the onset of the full-scale invasion. The article also highlights the challenges faced by volunteer organizations, including reduced aid volumes, volunteer safety issues, lack of coordination and effective control over donated property, and others. The paper analyzes the principal negative aspects of volunteer activities that may pose risks, including the expenditure of internal resources, globalization and hyperbolization of activities, elevated demands on the surrounding community, overestimation of one's significance, savior complex, object of aid incapacitation, and authoritarianism. It is noted that volunteerism can be particularly hazardous in terms of emotional burnout since volunteers need to provide not only their time and resources but also emotional support. Risks associated with postponing the right to enjoy life and immersing the volunteer in the role of a "savior" that can lead to alienation from others are also considered. In this regard, volunteerism may become a source of conflict. The article suggests ways to address the risks and negative aspects of volunteer activities in Ukraine's war conditions. Emphasis is placed on controlling emotions, motivation, and relationships; monitoring mental health; comparing assigned tasks with personal resources; realistically understanding one's capabilities; and not postponing essential moments.

Keywords: volunteering, exhaustion, emotional burnout, savior complex, psyche, problems, risks.

Statement of the problem

Volunteerism has long been a widespread phenomenon in global practice, and its importance in social development is highly appreciated internationally. Many countries engage volunteer resources through project

© Близнюк Тетяна Павлівна, Собакар Маргарита Вікторівна, 2024

funding and the implementation of state programs aimed at addressing socially significant issues. The role of volunteerism in a country's social and economic development is globally recognized. The United Nations estimates the number of volunteers worldwide, including those dedicating a few days per year to volunteer activities, to be around 1 billion individuals.

The year 2014 marked a significant development of volunteerism in Ukraine, providing a powerful impetus to the formation of numerous volunteer movements. These movements became a vivid example of the high level of civic consciousness among Ukrainians and their ability to self-organize effectively. Starting with assistance to participants in the Revolution of Dignity, the volunteer movement evolved into a complex and extensive activity—providing the Ukrainian army with all necessary resources. In the current context of a full-scale war in Ukraine, the importance of volunteer activities has increased exponentially.

The analysis of recent research and publications. Volunteering as a social phenomenon of modern society and its various aspects have become the subject of research by several scientists. J. Davis Smith, M. Harris, K. Rochester, R. Hadley, S. Ellis, and K. Campbell considered the trends and prospects for the development of volunteering in Europe; problems of management of volunteer programs and management of volunteer activities were studied by L. Remryk, L. Graff, S. McCarley, R. Linch, S. Winaird, B. Stillings, K. Biederman, J. Noble, L. Rogers.

The purpose of the research

The purpose of the research is Risk analysis of volunteer activities during the war in Ukraine.

Presentation of the main research material

Since the autumn of 2014, volunteers in Ukraine have established a close collaboration with the Ministry of Defense, leading to the creation of a Volunteer Council. Representatives from volunteer organizations have actively engaged in providing clothing, food, and medications. Some now work within the Ministry of Defense department's response and are responsible for supporting support supporting the Armed Forces of Ukraine [1-2].

Volunteer activities in Ukraine currently have significant features, which are shown in Fig. 1 [3].

Volunteering in Ukraine at the current stage reflects a certain level of maturity within civil society. It complements state institutions' functions and contributes to stabilizing and regulating social relations in conditions of decentralization. Therefore, the significance of volunteering and community self-organization should be considered.

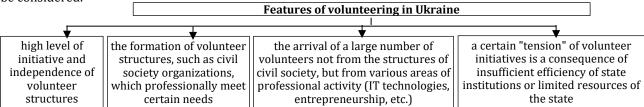


Fig. 1. Features of volunteering in Ukraine

Civil activism manifests through volunteering or participation in various political and social projects. Ultimately, it contributes to the involvement of broader segments of the population in self-organization processes at local and national levels. A volunteer is an individual who helps others voluntarily and without remuneration; a volunteer organization is a charitable entity that brings together volunteers [4].

Volunteers may also assist in their professional capacities, such as offering free medical care, clothing tailoring, psychological support, advertising services, etc.

According to Part 3 of Article 1 of the Law of Ukraine, "On Volunteer Activities" [5], volunteer activities in our country are carried out in the directions shown in Fig. 2.

In the conditions of war, volunteer organizations in Ukraine deal with the following issues [5]:

- 1) supplying the Armed Forces of Ukraine with military equipment and necessary ammunition;
- 2) assistance to internally displaced persons;
- 3) evacuation and transportation of refugees;
- 4) shelter search:
- 5) people search;
- 6) assistance to lonely older adults;
- 7) animal rescue.

Currently, most volunteer organizations in Ukraine are focused on assisting the army, supporting refugees, and helping people affected by the war. Since the beginning of the full-scale invasion, the volunteer environment in Ukraine has undergone significant changes. From a chaotic state where everyone wanted to do something but lacked both structure and development, volunteering has transformed into a structured sector with implicit but sufficiently explicit rules. This transformation primarily involves the professionalization of volunteering and improving the quality of work by individual volunteers. This is often accompanied by the birth of new organizations (not necessarily registered), the merging of existing ones, the growth of successful initiatives, and the decline of less successful ones.

At the same time, volunteers and volunteer structures face significant problems that can be grouped in the following directions [6-10]:

1. Activities of pseudo-volunteers and cases of abuse by volunteers.

- 2. The amount of assistance from Ukraine's population, representatives of the diaspora, and other donors has decreased.
- 3. Lack of sufficient coordination among volunteers insufficient awareness or lack of coordination between the actions of individuals and structures performing similar tasks.
 - 4. Lack of effective control over the further usage of property donated by volunteers.
 - 5. Poor communication between volunteers and society.
- 6. Volunteers' decreased motivation and emotional burnout. The critical problem of volunteer exhaustion (physical, emotional, psychological) cannot be ignored.
- 7. Volunteer safety. An independent problem is the safety of volunteers, especially those who deliver aid to units located on the front lines.
- 8. More legislative regulation of volunteer activities is needed. The existing legal and regulatory framework often needs to consider realities, and sometimes, volunteers are prevented from solving actual problems.
- 9. Conservatism of state structures. The traditional risk factor for reforms is the system's inertia and sabotage by officials.

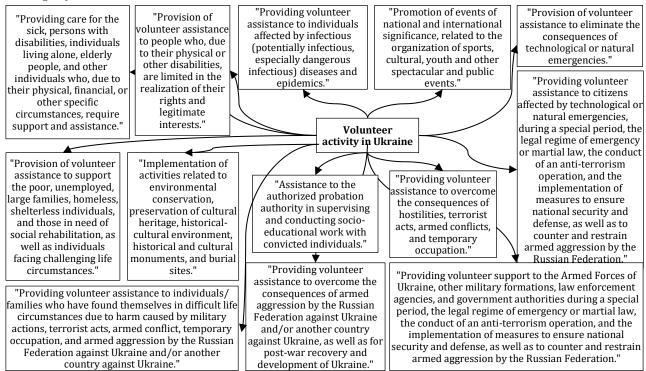


Fig. 2. Volunteer activity in Ukraine

Let us analyze the key negative aspects of volunteer activities that could become sources of risks [11-13], as outlined in Table 1.

Table 1. Potential sources of risks of volunteering in Ukraine

	Table 1. Potential sources of risks of volunteering in Okraine		
Nº	Negative aspect	Essence	
1	Expenditure of	Excessive personal involvement in the problems of the afflicted can deplete the helping	
	internal resources	individual's internal resources soon.	
2	Globalization and	Complete immersion in the problems of those for whom one volunteer may lead to an excessive	
	hyperpolarization	sense of insignificance in personal life, care for loved ones, professional growth, and small joys –all	
	of one's activity	of which are postponed later when the main issue is resolved.	
3	Elevated demands on others	Volunteers may become irritated and toxic and induce feelings of guilt by setting high expectations	
		on others, such as, "People are dying there, and you celebrate a child's birthday, fall in love,	
		pursue education, upgrade your skills, organize children's festivals"	
4	Exaggeration of own significance	Those who govern their ambitions or compensate for life's failures through volunteer activities	
		inevitably choose to contribute to something grand and visible: not an individual family of a	
		member of the anti-terrorist operation but certainly to the Armed Forces, not to a specific orphan	
		but simultaneously to an orphanage.	
5	Savior complex	The constant need to rescue someone. "Saviors" (or, in their understanding, "rescuers") prioritize	
		the interests of the object of their "grand mission" over the interests of their loved ones, diverting	
		attention and material resources from those who also need it – such as their children, wives and	
		husbands, elderly parents, poor friends, or neighbors.	
6	The object of aid	Incapacitation occurs when a person's helplessness and need for constant care are exaggerated,	
Ľ	incapacitation	worsening, or conserving the situation.	
7	Authoritarianism	The more people accomplish and the more tangible and significant their contributions are, the	
		quicker they may develop a feeling of being chosen and unique. In such cases, volunteers may	
		exaggerate their "role in history," cultivate their "cult of personality," and fall into megalomania,	
		delighting themselves with the illusion that only they can achieve the intended goals.	

Any work involving people carries risks of emotional burnout, but volunteering is especially dangerous in this regard. In this case, any target group requires dedicated work, material donations, emotional warmth, empathy, and compassion. In their noble impulse of self-sacrifice, sensitive and kind individuals sometimes exhaust themselves emotionally. After all, you can only share what you have. Thus, irritation towards those you help may arise as a result [12].

Currently, there is a widespread misconception of the "post-war mindset": to live, be happy, create a family, take care of children... Defining the boundary between selflessness, dedication to one's cause, and fanaticism that destroys the soul is challenging. It is tragic if "later" imperceptibly becomes synonymous with "never" for the person. Later, fearing emotional emptiness, the individual again seeks a "new war" [14].

Similarly, volunteers may deny themselves and others the right to enjoy life. Moreover, in the understanding of some volunteers, any other forms of social activity — human rights advocacy, education, environmental or animal protection, work with children — are devalued. Exaggerated expectations towards others are accompanied by inevitable disappointment in the immediate circle of communication, the local community, or the nation. This often manifests in outbursts, quarrels, and public accusations. Gradually, only similarly committed "comrades-in-arms" may remain next to a fanatically-minded volunteer, or they may find themselves in "proud solitude" altogether [8].

Resisting the temptation to overestimate one's significance by affiliating with something global is challenging. Moreover, there is often a need for more control over how this assistance is used, whether stolen or caused harm. This is entirely understandable — the goal is the act of charity itself, not its outcomes.

Nobility toward the "distant" coexists with callousness and emotional deafness toward those nearby. At the same time, "rescuers" seem to themselves to be all-powerful controllers of fate, taking on more than they can handle and not comparing their internal and physical resources with the scale of the task.

Unfortunately, such a role is sometimes based on pride, a sense of superiority, and a desire for public recognition. This complex is closely linked to the victim complex — suffering for others even more than those you care for. Sometimes, this leads to always being unhappy or trying on the role of a Savior who redeems the sins of humanity through his suffering.

The "rescuer" does not need the object of their care to become healthier, more independent, or self-reliant. Only by being next to a damaged person can they feel their significance, need, and demand. Something similar happens on a broader scale. Subconsciously, volunteers may not be too interested in solving the problem their efforts are directed towards on a state, city, or village level. It is no secret that, through their activities, they substitute specific state structures (whether it is helping our soldiers or caring for orphans). They have no incentive to contribute to solving the problem in other ways except through their activism, self-denial, and various sacrifices [9].

Moreover, volunteers begin to work on their irreplaceability: not sharing information and experience, closing their contacts, not accepting proposals to share the workload, and not delegating authority. Those who have chosen how to collect finances and other material values are especially at risk. To keep the stream of donations flowing, publicity, some hysterics, and rhetorical techniques with manipulation elements are needed to encourage people to part with their finances emotionally. The habit of always being at the center of attention can develop in a person a sense of pomposity, posturing, demonstrativeness, and narcissism.

Although funds are collected for the target group, confusion sometimes occurs in the volunteer's consciousness: they begin to perceive themselves as the recipient of material goods ("I" have been allocated, "I" have been given more than others) [2].

All of this may be accompanied by claims of infallibility, complete rejection of criticism, aggressive reactions to the slightest remarks, and attempts to create a "caste of the untouchables" among volunteers. Statements that only those who devote as much effort to the "great cause" have the right to warn and give advice become traditional [10].

To minimize the negative impact on the psyche of volunteering, it is necessary to carefully control emotional impulses, motives, and interactions with others and monitor one's health, especially mental health. It was understood that not everyone can be saved or warmed, even at the cost of your own life.

It is necessary to compare the tasks you set for yourself with your physical and internal resources. You should know that only time planning, psychological literacy, and knowledge of the basics of psychohygiene can help establish the process of restoring internal resources. You must realize that your life and the lives of your relatives are as valuable as the lives of those you are helping.

Everyone should remember that unique, touching, and critical moments cannot be postponed, especially concerning family and friends. Each generation experiences its shocks and upheavals. Despite historical cataclysms, there should be a place for love, peace, children's laughter, and happiness.

Conclusions and prospects for further research

The volunteer movement is a part of every civilization and society. Volunteer organizations are key players in the economy, as employers and service providers increase the country's overall economic efficiency and reduce the burden on state expenditures. This sector also plays a crucial role in creating conditions for economic prosperity by investing in people through education, upskilling, and improving employment opportunities for individuals in the labor market.

However, one aspect of the undesirable consequences of volunteering is the imperceptible internal changes that can affect the volunteer as an individual. It is a form of professional personality deformation: active unpaid activity significantly impacts a person's psyche more than paid work. It is already known that the number of volunteers in projects is not stable, as it increases particularly after new tragedies or events (such as the

destruction of residential buildings or shopping centers accompanied by the death of people). There is also a risk of key project participants stopping their involvement due to specific psychological or material reasons, such as "burnout" or needing to find a job to support their families or relocate. An essential aspect for volunteers remains the interaction with local authorities. Among the negative aspects of this issue are the complexity of the bureaucratic system and the experience that "authority throws a spanner in the works." However, local authorities can provide premises and contribute to increasing the number of project participants.

Література

- 1. Вашкович В.В., Манзюк В.В., Рошканюк В.М. Волонтерська діяльність у змісті соціальної функції держави: монографія. Ужгород: Видавничий дім «Гельветика», 2019. 200 с.
- 2. Вашкович В. В. Посібник волонтера. Одеса: Видавничий дім «Гельветика», 2022. 88 с.
- 3. Волонтерські програми в Україні. URL: https://mfa.gov.ua/ua/aboutukraine/volunteering.
- 4. Горєлов Д.М. Волонтерський рух: світовий досвід та українські громадські практики: аналітична доповідь. Київ: HCIД, 2015. 36 с.
- 5. Про волонтерську діяльність: Закон України № 3236-VI від 19.04.2011 р. URL: https://zakon.rada.gov.ua/laws/show/3236-17#n83.
- 6. Гулевич Ю.В. Проектний менеджмент. Управління івентами під час війни. 2023. URL: https://arenacs.ua/ua/news/proyektnyj-menedzhment-v-arena-cs/.
- 7. Кулініч Д. Волонтерство як феномен небайдужого суспільства. Бібліосвіт: інформаційний вісник. 2014. № 4 (52). С. 16-21.
- 8. Юрова Т. Волонтерська допомога у створенні засобів індивідуального захисту та технічного оснащення військовослужбовців у зоні АТО. *Науковий вісник Східноєвропейського національного університету імені Лесі Українки. Серія: Історичні науки.* 2015. № 5 (306). С. 102-108.
- 9. Ковальов В. Волонтерство: погляд на проблему. Волонтерський рух: історія, сучасність, перспективи: матеріали Міжнародної науково-практичної конференції. 17-18 квітня 2015 року. URL: https://keui.wordpress.com/2015/04/20/volonterstvo_zbirka/.
- 10. Проценко О. Сучасне волонтерство: індивідуальні та інституціоналізовані практики. URL: http://ir.kneu.edu.ua/bitstream/2010/27519/1/tns_19-27.pdf.
- 11. Остапенко А.О., Остапенко Н.О. Особливості управління ризиками в сучасних івент-проектах. *Вісник Черкаського національного університету імені Богдана Хмельницького. Серія: "Педагогічні науки"*. 2022. № 1. С. 164-171.
- 12. Матвеєв С., Когут І, Гончаренко Є. Соціальні аспекти волонтерського руху: минуле та сьогодення. *Вісник Запорізького національного університету*. 2018. № 1. С. 161-165.
- 13. Орленко М. Волонтерська діяльність як чинник соціального становлення та консолідації молоді в сучасній Україні. *Молодий вчений*. 2017. № 5. С. 97-100.
- 14. Тарасенко Т. Волонтерська діяльність як пріоритет державної молодіжної політики в Україні. Державне управління та місцеве самоврядування. 2016. Випуск 2. С. 121-129. URL: http://www.dridu.dp.ua/vidavnictvo/2016/2016_02(29)/17.pdf?fbclid=IwAR26nBqF24dDaSTDz1lrGNtlHEt8j-f8cXNQZLQNtFllmZyzr8ntCByv.

References

- 1. Vashkovych, V.V., Manziuk, V.V., Roshkaniuk, V.M. (2019). Volonters'ka diial'nist' u zmisti sotsial'noi funktsii derzhavy. [Voluntary activity in the context of the social function of the state]. Vydavnychyj dim «Hel'vetyka». Uzhhorod. Ukraine.
- 2. Vashkových, V.V. (2022). *Posibnyk volontera*. [Volunteer's manual]. Vydavnýchýj dim «Hel'vetyka». Odesa. Ukraine.
- 3. Volonters'ki prohramy v Ukraini. [Volunteer programs in Ukraine]. Available at: https://mfa.gov.ua/ua/aboutukraine/volunteering.
- 4. Horielov, D.M. (2015). Volonters'kyj rukh: svitovyj dosvid ta ukrains'ki hromads'ki praktyky. [Volunteer movement: world experience and Ukrainian social practices]. NSID. Kyiv. Ukraine.
- 5. Pro volonters'ku diial'nist': Zakon Ukrainy. (2011). [On volunteering: Law of Ukraine]. № 3236-VI dated April 19, 2011. Available at: https://zakon.rada.gov.ua/laws/show/3236-17#n83.
- 6. Hulevych, Yu.V. Proektnyj menedzhment. Upravlinnia iventamy pid chas vijny. (2023). [Project management. Event management during wartime]. Available at: https://arenacs.ua/ua/news/proyektnyj-menedzhment-v-arena-cs/.
- 7. Kulinich, D. (2014). «Volunteering as a phenomenon of a caring society». Bibliosvit: informatsijnyj visnyk. № 4 (52). pp. 16-21.
- 8. Yurova, T. (2015). «Volunteer assistance in creating personal protective equipment and technical equipment for servicemen in the ATO zone». *Naukovyj visnyk Skhidnoievropejs'koho natsional'noho universytetu imeni Lesi Ukrainky. Seriia: Istorychni nauky*. № 5 (306). pp. 102-108.
- 9. Koval'ov, V. (2015). «Volunteering: a view of the problem». *Volonters'kyj rukh: istoriia, suchasnist', perspektyvy.* [Volonterstvo: pohliad na problemu]. *Proceeding of* the Materials of the Mizhnarodnoi naukovo-praktychnoi konferentsii. Available at: https://keui.wordpress.com/2015/04/20/volonterstvo_zbirka/.
- 10. Protsenko, O. Suchasne volonterstvo: indyvidual'ni ta instytutsionalizovani praktyky. [Modern volunteering: individual and institutionalized practices]. Available at: http://ir.kneu.edu.ua/bitstream/2010/27519/1/tns_19-27.pdf.
- 11. Ostapenko, A.O., Ostapenko, N.O. (2022). «Peculiarities of risk management in modern event projects». *Visnyk Cherkas'koho natsional'noho universytetu imeni Bohdana Khmel'nyts'koho. Seriia: "Pedahohichni nauky".* № 1. pp. 164-171.
- 12. Matveiev, S., Kohut, I., Honcharenko, Ye. (2018). «Social aspects of the volunteer movement: past and present». *Visnyk Zaporiz'koho natsional'noho universytetu*. № 1. pp. 161-165.
- 13. Orlenko, M. (2017). «Volunteer activity as a factor of social formation and consolidation of youth in modern Ukraine». *Molodyj vchenyj.* № 5. pp. 97-100.
- 14. Tarasenko, T. (2016). «Volunteer activity as a priority of state youth policy in Ukraine». *Derzhavne upravlinnia ta mistseve samovriaduvannia*. pp. 121-129. Available at: http://www.dridu.dp.ua/vidavnictvo/2016/2016_02(29)/17.pdf?fbclid=IwAR26nBqF24dDaSTDz1lrGNtlHEt8j-f8cXNQZLQNtFIlmZyzr8ntCByv.

Стаття надійшла до редакції 14.03.2024 р.