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## PSYCHOLOGICAL RESOURCES FOR SUSTAINING EMPLOYEE MOTIVATION IN ENTERPRISES UNDER MARTIAL LAW

**Summary.** Introduction. The transformation of the professional environment under martial law and prolonged macroeconomic instability has caused significant changes in employee motivation. Working under security risks, uncertainty, and long-term psycho-emotional pressure shifts motivational priorities from career advancement and professional self-realization toward safety, stability, and psychological protection. In such circumstances, traditional material and administrative incentives lose effectiveness, underscoring the need to identify psychological resources to sustain motivation.

**Purpose.** The purpose of the study is to substantiate the psychological resources for sustaining employee motivation in enterprises under martial law and to determine their role in ensuring professional engagement and organizational resilience in the face of crisis challenges.

**Materials and methods.** The study is based on scientific works in organizational psychology, work psychology, human resource management, and employee motivation; analytical materials and sociological studies on the psychological state of the population, labor market transformation, and work under martial law; and modern concepts of hardiness, resilience, self-efficacy, and psychological capital. The research used theoretical generalization, analysis and synthesis, comparative and systemic analysis, theoretical modeling, and logical generalization. These methods enabled the systematization of approaches to employee motivation, the examination of wartime stress factors, the identification of links between individual, interpersonal, and organizational resources, and the development of an integrated model of motivation support.

**Results.** The article examines the influence of wartime stress factors, including chronic fatigue, emotional tension, security risks, and staff shortages, on the transformation of work motivation mechanisms in enterprises. The main tendencies in employees' motivational priorities under martial law are identified, in particular, the growing significance of safety, psychological stability, and social support. It is substantiated that hardiness, resilience, self-efficacy, and psychological capital are key individual resources that help preserve professional activity, readiness for action, and adaptability in the face of uncertainty.

Particular attention is paid to interpersonal and organizational factors that support motivation in crisis conditions, including supportive leadership, psychological safety, a favorable socio-psychological climate, and psychological well-being programs. Employees' motivational potential during wartime depends not only on individual coping capacity but also on the quality of the organizational environment and social support within the enterprise.

The article proposes an integrated three-level model of psychological resources for sustaining employee motivation. The model



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combines individual, interpersonal, and organizational levels of influence and may serve as a theoretical basis for practical programs aimed at strengthening personnel resilience, maintaining engagement, and improving human resource management.

Further research in this area. Further research should focus on empirically verifying the developed model using representative samples of employees from enterprises across different sectors of the Ukrainian economy. A promising direction is the assessment of the relationship between employees' psychological capital and indicators of professional effectiveness under post-war recovery. The practical value of the study lies in identifying priorities that can help enterprises maintain engagement, reduce prolonged stress, and strengthen organizational resilience during wartime and reconstruction.

**Key words:** martial law, hardness, employee motivation, supportive leadership, psychological safety, psychological resources, resilience, self-efficacy.

**Statement of the problem.** The current functioning of Ukrainian enterprises is characterized by significant transformations in the socio-economic environment, driven by martial law, security risks, and prolonged macroeconomic instability. Such processes lead to changes in the personnel management system and in approaches to supporting employee motivation in conditions of increased psychological stress and constant crisis challenges. Under these conditions, the implementation of modern organizational and psychological approaches to personnel management, aimed at preserving employees' professional activity, maintaining their psychological well-being, and ensuring the sustainability of enterprise operations, becomes particularly important.

Psychological support measures for personnel, along with the development of vitality, resilience, and other internal resources, contribute to increasing employees' adaptive capabilities and maintaining their professional involvement and work efficiency. At the same time, such measures ensure the coordination of the interests of employees and employers in the implementation of anti-crisis programs for enterprise development, contribute to the preservation of human capital, and maintain the competitiveness of organizations in conditions of martial law.

In the human resources management system, measures of psychological support, development of mental well-being, and non-material stimulation of personnel are one of the most difficult to regulate and coordinate areas of management activity. Their effectiveness largely depends on employees' psychological state, the level of stress, and their ability to adapt to the difficult conditions of professional activity. In the long term, the accumulation of psychological fatigue, emotional exhaustion, and professional stress can negatively affect staff motivation, productivity, and organizational commitment. In this regard, the majority of domestic enterprises are forced to review the balance between tangible and intangible motivational tools, increasing attention to the psychological factors that support employees' labor activity.

Under such conditions, it is necessary to determine the role and place of the individual's psychological resources (vitality, resilience, self-efficacy, and psychological capital), as well as the organizational mechanisms of psychological support and supportive leadership in the system for motivating enterprise personnel under martial law.

**Analysis of recent research and publications.** The problem of personnel motivation is traditionally considered within the framework of labor psychology, organizational psychology, and human resource management. In general, in the scientific literature, motivation is understood as a multi-level system of internal and external incentives that determines the direction, intensity, and stability of an employee's professional activity. Classical approaches to motivation emphasize the roles of needs, expectations, rewards, professional goals, and the individual's value orientations. At the same time, modern research increasingly considers motivation not only as a tool for increasing labor productivity, but also as an important psychological resource for adapting personnel to crisis conditions.

In the works of Ukrainian researchers, considerable attention is paid to the transformation of employee motivation under martial law. In particular, O. Herasymenko and A. Potapenko [2] analyze changes in employees' motivational dominants in the context of Ukraine's labor market transformation, emphasizing the growing importance of security, employment stability, and social support. N. Horbal and K. Melnychuk [3] examine the motivation of employees at Ukrainian enterprises in crisis conditions primarily from the perspective of human resource management, highlighting the need to adapt motivational tools to new socio-economic circumstances. K. Kozak, N. Korsikova, and Yu. Petrenko [5] also emphasizes the need to revise traditional approaches to managing employee motivation in the post-pandemic period and amid martial law.

However, in these studies, motivation is often analyzed mainly as a managerial or economic category. The psychological mechanisms by which employees maintain professional activity, involvement, and the ability to adapt in conditions of prolonged stress are not fully understood. This creates a need to strengthen the organizational-psychological approach to analyzing personnel motivation.

Of great theoretical importance for the study is the theory of self-determination by E. Deci and R. Ryan, which posits that stable intrinsic motivation develops when the basic psychological needs for autonomy, competence,

and relatedness are met [16]. This approach is especially important for the analysis of personnel motivation in martial law, since autonomy, a sense of professional competence, and support from the team can serve a compensatory function in conditions of reduced external stability.

A. Bandura's concept of self-efficacy allows us to explain why employees with firmer beliefs in their own ability to influence professional results better maintain motivation in difficult conditions [14]. At the same time, in modern Ukrainian research, this approach has not yet been sufficiently integrated into the study of motivating enterprise personnel during martial law.

A separate direction in modern research concerns the study of resilience. O. Kokun [7] considers resilience as an important resource of the individual, providing the ability to overcome stressful situations and maintain psychological balance. O. Chykhantsova [12] emphasizes the importance of resilience for maintaining an active position of the individual in difficult life circumstances. In foreign studies, S. Southwick and D. Charney [19] also consider resilience as a person's ability to adapt to stress, recover from crisis events, and maintain functionality in difficult conditions.

Despite the significant number of works devoted to personnel motivation, resilience, vitality, and psychological capital, the scientific literature remains insufficiently developed in integrating these constructs into a single system to support the motivation of enterprise personnel in conditions of martial law. Some studies focus on managerial mechanisms of motivation, others on individual psychological resources. However, the interaction among individual, interpersonal, and organizational psychological resources in ensuring sustainable employee motivation under prolonged exposure to crisis factors remains insufficiently covered.

Therefore, a comprehensive approach to systematizing psychological resources for supporting the motivation of enterprise personnel under martial law requires further theoretical justification. In particular, it is relevant to develop a model that integrates individual, interpersonal, and organizational factors to support employee motivation. This research aims to solve this scientific problem.

**The purpose** of the article is to reveal conceptual approaches to the study of psychological resources for supporting the motivation of enterprise personnel in conditions of martial law, to determine the role of individual, interpersonal and organizational factors in ensuring the professional activity of employees, as well as to develop an integrated model of psychological support for personnel motivation, which allows systematizing mechanisms for maintaining labor engagement and organizational stability in conditions of crisis challenges.

**Materials and methods.** The research materials are: 1) works of domestic and foreign scientists devoted to the problems of personnel motivation, organizational psychology, labor psychology, human resource management, vitality, resilience, self-efficacy and psychological capital; 2) analytical materials and results of sociological research on the psychological state of the population, labor market transformation and features of labor activity in martial law; 3) modern concepts of psychological resources of the individual and organizational mechanisms for supporting personnel motivation in crisis challenges.

In the process of conducting the research, the following scientific methods were used: theoretical generalization and grouping (to systematize scientific approaches to understanding personnel motivation and psychological resources for its support in martial law, as well as to determine the main individual, interpersonal and organizational factors for supporting labor motivation); analysis and synthesis (to study the impact of stress factors of the war period on the professional activities of employees and to generalize the results of modern scientific research); comparative analysis (to compare the approaches of domestic and foreign scientists to the problem of supporting personnel motivation in crisis conditions); system analysis (to determine the relationships between the psychological resources of the individual and organizational mechanisms for supporting personnel motivation); modeling (to develop an integrated model of psychological resources for supporting the motivation of enterprise personnel in martial law); logical generalization of results (to formulate research conclusions and determine prospects for further scientific research).

**Presentation of the main material of the research.** The escalation of the military conflict in Ukraine fundamentally changed the determinants of personnel's professional activity and led to a profound transformation of traditional models of labor motivation. The functioning of economic entities in conditions of critical uncertainty forces employees to perform their duties under the pressure of a complex of prolonged stressogenic factors. These include a direct threat to individual security, forced migration, destruction of family ties, macroeconomic instability, lack of opportunities for long-term planning, and excessive destructive influence of the information environment. Such circumstances significantly affect an individual's psychological state and shift employees' motivational priorities [2; 5].

In modern studies, it is increasingly emphasized that, in the crisis realities of the war period, the motivational structure of the individual undergoes a reorientation. If, in stable socio-economic conditions, the motives of career growth, professional self-realization, increased social status, and achieving high performance play a significant role, then in crisis conditions, the needs for security, psychological stability, and social support come to the fore [2; 3]. Such a transformation of motivational priorities is due primarily to high levels of un-

certainty, the constant influence of stressors, and the need to adapt to new life and professional conditions. In such circumstances, employees value workplace reliability, support from management, a favorable psychological climate in the team, and the ability to maintain a balance between professional and personal life much more.

Similar patterns are observed in the professional activities of medical personnel, for whom, in the realities of the war period, factors such as psychological support, individual safety, and professional stability become priorities [6]. The authors state that under prolonged psychological-emotional stress and increased responsibility, it is the mental components that act as the primary determinants of professional involvement, job satisfaction, and the preservation of labor activity. The above shows that the personnel stimulation system in the modern crisis environment cannot be based solely on material levers or administrative tools. Instead, the synergy between the individual's internal psychological resources and organizational support mechanisms that ensure employees' resilience and their ability to perform labor functions effectively amid prolonged extreme challenges becomes critical.

An important indicator of the psychological state of the Ukrainian population is the results of a study by Gradus Research on the emotional well-being of Ukrainians in the fourth year of the full-scale war. The results indicate the dominance of negative psycho-emotional states, which can directly affect motivation to work, professional involvement, and productivity (Fig. 1).

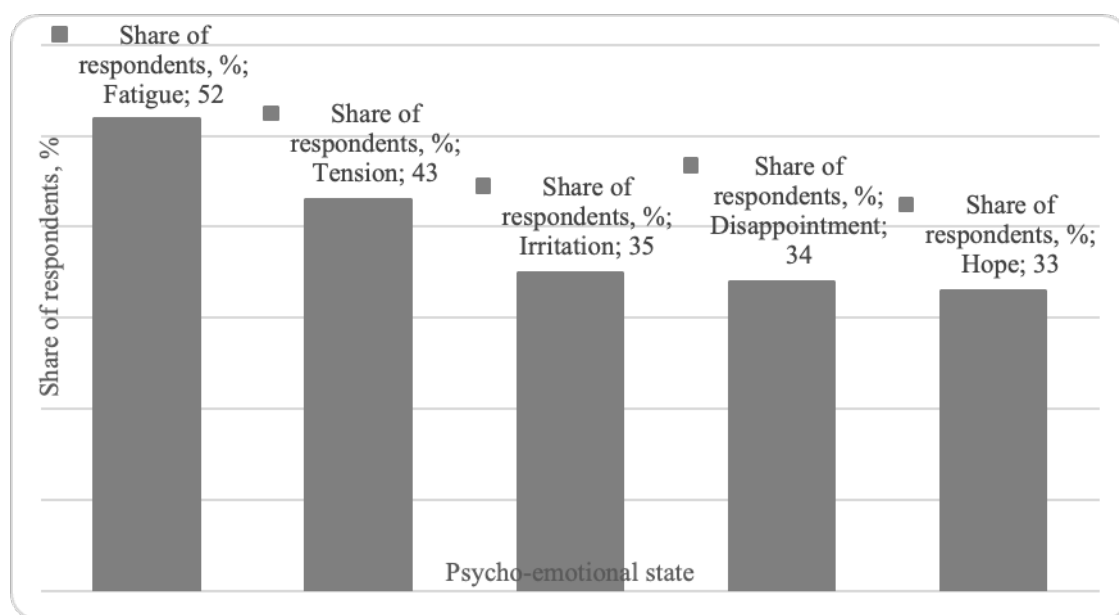


Fig. 1. Dominant psycho-emotional states of Ukrainians in 2025, %

Source: based on [13]

As can be seen from Fig. 1, the most common psycho-emotional state among Ukrainians is fatigue, which was noted by 52% of respondents. In addition, a significant proportion of respondents report tension (43%), irritation (35%), and disappointment (34%). At the same time, only a third of respondents (33%) report a sense of hope. The results obtained indicate the accumulation of psychological fatigue as a result of a long stay in martial law and the constant influence of stress factors.

From an organizational psychology perspective, these trends are important for understanding personnel motivation. Chronic fatigue and emotional stress can reduce professional involvement, concentration, intrinsic motivation, and job satisfaction. In turn, this increases the risk of professional burnout, reduced labor productivity, and intentions to change jobs. Under such conditions, traditional tools of material incentives can no longer fully offset the negative impact of stress on employees' work behavior.

Thus, the results of the analysis indicate that supporting personnel motivation in martial law requires a comprehensive approach that takes into account not only economic, but also psychological factors of professional activity. Of particular importance are the psychological resources of the individual, which ensure the employee's ability to adapt effectively to difficult conditions, maintain professional activity, and maintain motivation to work. In this regard, it is advisable to further analyze the main stressors affecting the psychological state of the population and employees in modern conditions.

The long-term impact of martial law creates a significant psychological burden on the Ukrainian population, which is directly reflected in employees' professional activities. Unlike short-term crisis situations, military

actions are characterized by the long-term impact of stressors, which gradually deplete the psychological resources of individuals and can negatively affect motivation to work, professional involvement, and psychological well-being [10; 19].

According to a study by the Kyiv International Institute of Sociology, in 2024, the vast majority of the Ukrainian population experienced various forms of stress. The most common stress factors are listed in Table 1.

Table 1

**Main stress factors for the population of Ukraine in 2024**

| Stress factor                 | Share of respondents, % |
|-------------------------------|-------------------------|
| Shelling and bombing          | 39                      |
| Separation from loved ones    | 30                      |
| Death of loved ones           | 26                      |
| Serious illness of loved ones | 23                      |
| Own serious illness           | 18                      |

Source: based on [4]

The data in Table 1 show that the most significant sources of psychological stress for the population remain the direct consequences of the war. Almost 40% of respondents noted that they experienced stress associated with shelling and bombing. At the same time, a significant proportion of respondents experienced a loss of social support due to separation from loved ones or experienced the loss of family members. Such events are among the most traumatic life circumstances and can have a long-term impact on an individual's psychological state [13; 17; 19].

From the standpoint of work and organizational psychology, the consequences of prolonged exposure to these stressors can include emotional exhaustion, decreased intrinsic motivation, impaired concentration, decreased job satisfaction, and decreased professional involvement. In addition, the accumulation of negative experiences increases the risk of developing professional burnout, which is considered one of the most common consequences of chronic stress in professional activity [17].

Of particular note is the fact that a significant part of the stress factors is long-term and cannot be eliminated directly by the organization. That is why the employer's role is not only to create appropriate working conditions but also to establish a system of psychological support for personnel. In modern conditions, effective personnel management involves fostering psychological safety, supportive leadership, team interaction, and programs that promote employees' psychological well-being [1; 10].

At the same time, the impact of stress factors on employee motivation varies. An individual's reaction largely depends on their vitality, resilience, self-efficacy, and other psychological resources. It is these characteristics that determine a person's ability to adapt to difficult life circumstances, maintain professional activity, and maintain motivation to work even under conditions of prolonged stress. In this regard, it is advisable to further analyze the psychological resources for supporting the motivation of enterprise personnel.

In conditions of prolonged martial law, the problem of preserving the internal resources of the individual, which ensure employees' ability to maintain professional activity and motivation to work, becomes particularly important. If external conditions are characterized by high levels of uncertainty, security risks, and psychological stress, individual psychological characteristics begin to play a decisive role in adaptation to difficult life circumstances.

One key resource for supporting motivation is resilience. According to O.M. Kokun [7], resilience is an integral property of personality that enables a person to effectively overcome difficulties, maintain psychological balance, and continue to achieve significant goals even under increased stress. In professional activities, resilience helps to maintain working capacity, increases readiness to make difficult decisions, and supports the individual's focus on performing professional duties.

Closely related to resilience is the phenomenon of resilience. In modern psychology, resilience is defined as an individual's ability to adapt to adverse circumstances, restore psychological well-being after crisis events, and maintain effective functioning under stress [16; 17; 19]. Unlike resilience, which characterizes a relatively stable property of the individual, resilience largely reflects the dynamic process of adaptation to environmental changes.

Research by O.A. Chykhantsova [12] shows that a high level of resilience contributes to the formation of an active life position, increases the ability to self-regulate, and provides more effective overcoming of stressful situations. For employees of enterprises, this means maintaining professional motivation even under prolonged exposure to negative external factors.

Another important psychological resource is self-efficacy. According to the concept of A. Bandura [14] defines self-efficacy as a person's belief in his or her own ability to successfully organize and implement the necessary actions to achieve the desired results. Individuals with a high level of self-efficacy demonstrate greater

persistence in achieving goals, better overcome difficulties, and have more positive assessments of their own capabilities in difficult situations.

In the context of professional activity, self-efficacy largely determines an employee's willingness to take responsibility, initiate change, and maintain high levels of work engagement. In martial law, belief in one's own ability to influence performance serves a compensatory function, helping maintain internal motivation even in the face of limited external resources.

An important generalizing construct is psychological capital, proposed by F. Luthans and his colleagues [18]. The structure of psychological capital includes self-efficacy, hope, optimism, and resilience. The combined effect of these components forms a positive psychological resource of the individual, which provides a higher level of professional involvement, job satisfaction, and organizational effectiveness.

Table 2

**Characteristics of key psychological resources for sustaining personnel motivation under martial law**

| Psychological resource | Essence                                                                                                               | Impact on personnel motivation                                                                                    |
|------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Hardiness              | The individual's capacity to maintain psychological balance and work effectiveness under challenging conditions.      | Contributes to the preservation of professional activity, responsibility, and readiness to overcome difficulties. |
| Resilience             | The capacity to adapt to adverse circumstances and restore psychological well-being after stressful events.           | Ensures the stability of motivation and supports work capacity under conditions of prolonged stress.              |
| Self-efficacy          | A person's belief in their own ability to successfully perform the actions required to achieve a desired outcome.     | Enhances self-confidence, initiative, and persistence in achieving professional goals.                            |
| Psychological capital  | A set of positive psychological resources of the individual, including self-efficacy, hope, optimism, and resilience. | Increases professional engagement, job satisfaction, and organizational effectiveness.                            |

Source: based on [7; 12; 14; 18; 19]

As evidenced by the data in Table 2, the considered psychological resources share a common functional orientation: ensuring the individual's adaptation to difficult conditions of activity and supporting their professional activity. At the same time, each of them plays a specific role in the structure of employee motivation. Vitality contributes to maintaining internal stability and the ability to constructively overcome difficulties. Resilience ensures adaptation to changes and recovery after stressful events. Self-efficacy supports the employee's confidence in his professional capabilities, and psychological capital integrates these characteristics into a holistic system of positive psychological resources.

The generalization of findings from contemporary studies provides grounds to assert that hardiness, resilience, self-efficacy, and psychological capital constitute an interrelated system of psychological resources for sustaining personnel motivation. These resources ensure employees' ability to maintain professional activity, preserve intrinsic motivation, and adapt to the prolonged impact of crisis-related factors.

Thus, sustaining personnel motivation in martial law conditions largely depends on the development of the individual's psychological resources. At the same time, the effectiveness of their implementation is determined not only by the individual characteristics of the employee but also by the organizational environment, which can both strengthen and weaken their influence. This necessitates analyzing organizational mechanisms that sustain the motivation of enterprise personnel.

In conditions of martial law, sustaining personnel motivation is a key task for the human resources management system. The prolonged impact of stress factors, the shortage of labor resources, and increased competition for qualified employees necessitate the search for new approaches to formulating an effective motivational policy. Under such conditions, organizational mechanisms to support motivation must take into account not only economic but also psychological needs of personnel.

Studies of the modern labor market indicate a deepening personnel shortage in most sectors of the Ukrainian economy. The consequences of military operations included a reduction in the economically active population, labor migration, the mobilization of part of the workforce, and an increase in imbalances between labor demand and supply. This significantly increased the importance of measures to retain personnel and support their professional involvement.

The data in Table 3 demonstrate significant challenges for domestic employers. Despite the gradual decline in the unemployment rate, enterprises continue to face worker shortages, especially in production, logistics,

healthcare, and technical specialties. Under such conditions, the efficiency of enterprises increasingly depends on the ability not only to attract but also to retain personnel.

Table 3

**Personnel shortages and labor market conditions in Ukraine in 2024–2026**

| Indicator                                                                        | Value             |
|----------------------------------------------------------------------------------|-------------------|
| Enterprises reporting personnel shortages (2025)                                 | approximately 60% |
| Industrial enterprises experiencing a shortage of employees (2026)               | 68%               |
| Unemployment rate in Ukraine (2024)                                              | 13.1%             |
| Projected unemployment rate (2026)                                               | 10.2%             |
| Estimated reduction in labor resources since the beginning of the full-scale war | approximately 25% |

Source: based on [9; 11]

The scientific literature [1; 5] emphasizes that in crisis conditions, the role of intangible motivation factors increases significantly. These include psychological safety, trust in management, supportive leadership style, opportunities for professional development, recognition of work results, and the quality of internal communications. Unlike material incentives, which mainly affect external motivation, these factors contribute to the development of internal motivation and to an increase in organizational commitment.

Of particular importance is the concept of psychological safety, which involves creating an organizational environment in which employees can openly express their opinions, report problems, and participate in decision-making without fear of judgment or punishment. Creating an atmosphere of trust and mutual respect helps reduce staff anxiety and positively affects motivation to work.

An important organizational mechanism for maintaining motivation is also supportive leadership. Managers who demonstrate empathy, readiness for dialogue, and attention to employees' psychological state contribute to higher staff involvement and stronger trust in the organization. In modern conditions, the manager increasingly performs not only a managerial but also a supportive function, helping employees adapt to the difficult conditions of professional activity.

A promising direction for the development of personnel motivation systems is the implementation of psychological well-being programs, which may include psychological counseling, stress-resistance training, resilience development programs, measures to prevent professional burnout, and support for team interaction. Such programs strengthen employees' psychological resources and foster a more stable motivational basis for professional activity.

Thus, under martial law, sustaining personnel motivation requires a comprehensive combination of individual psychological resources and organizational support mechanisms. It is the integration of these components that creates the prerequisites for maintaining employees' professional activity, increasing their engagement, and ensuring the sustainable functioning of enterprises under crisis conditions.

The analysis of scientific sources and contemporary trends in the functioning of Ukrainian enterprises under martial law has established that sustaining personnel motivation results from the complex interaction between employees' individual psychological resources and organizational support mechanisms. At the same time, the effectiveness of the motivational system is determined not only by the level of material incentives but also by the organization's ability to create conditions for maintaining personnel's psychological well-being.

The generalizability of the research findings enabled the development of an integrated model of psychological resources for sustaining personnel motivation in enterprises under martial law (Fig. 2).

The proposed model reflects the multilevel nature of sustaining personnel motivation under martial law. Its foundation consists of individual psychological resources that enable employees to adapt to difficult life circumstances and maintain professional activity. These resources include hardiness, resilience, self-efficacy, and intrinsic motivation.

The second level of the model comprises interpersonal factors formed through interaction among team members. Social support from colleagues, trust, and effective teamwork help reduce the negative impact of stress factors and create additional conditions for sustaining personnel motivation.

The organizational level also plays an important role, encompassing psychological safety, supportive leadership, corporate culture, and psychological well-being programmer. These factors determine the enterprise's ability to create a favorable environment for employees' professional activity amid increased psychological strain.

The interaction among these levels ensures the formation of positive motivational outcomes, among which professional engagement, job satisfaction, and organizational commitment are particularly important. In the long term, this contributes to employee retention, increased labor productivity, and the strengthening of the enterprise's organizational resilience.

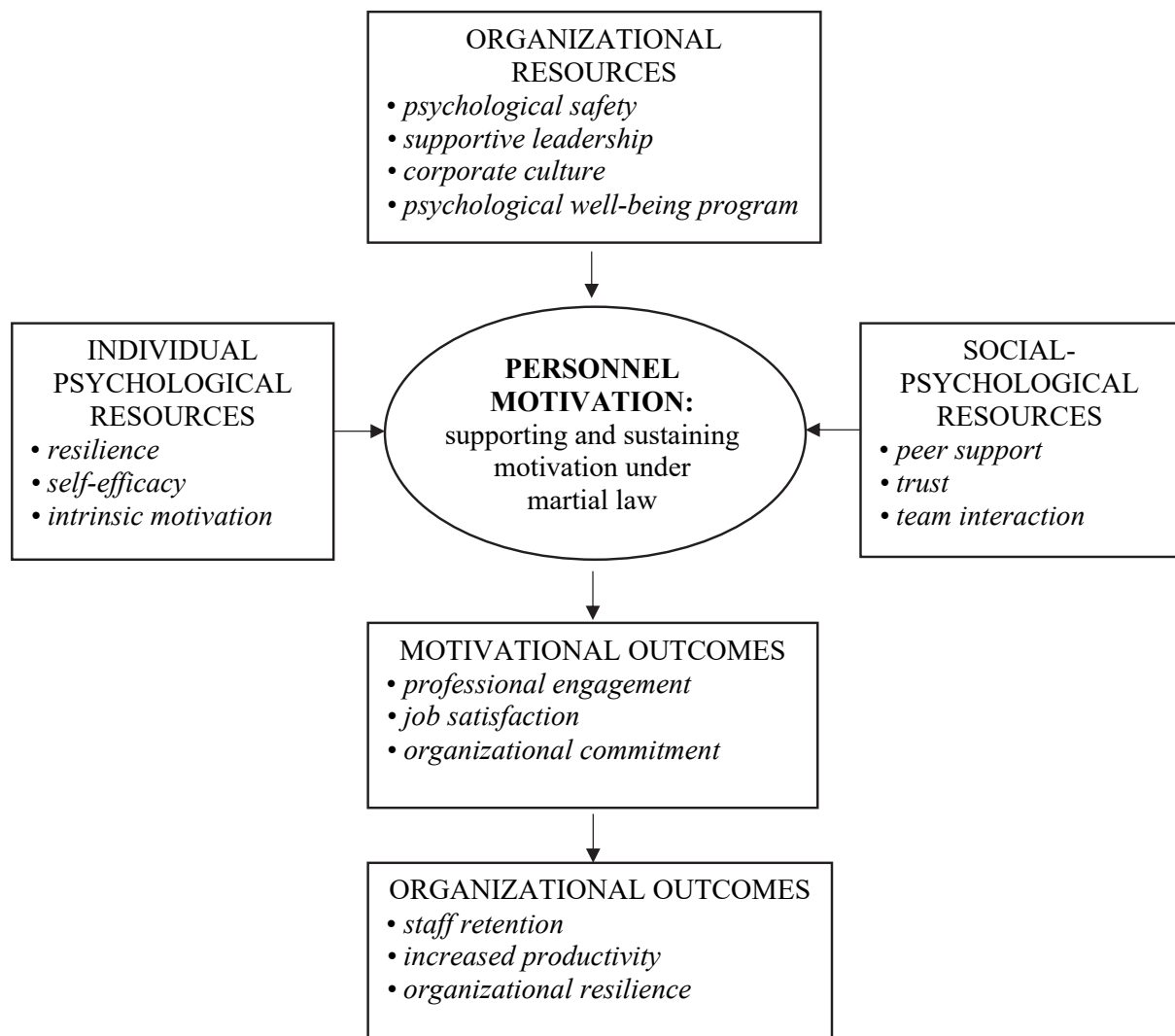


Fig. 2. Integrated model of psychological resources for sustaining personnel motivation in enterprises under martial law

Source: compiled by the authors

Thus, the proposed model enables consideration of personnel motivation as a complex process that combines individual psychological resources and organizational support mechanisms. Unlike traditional approaches that are primarily focused on material incentives, this model emphasizes the role of employees' psychological well-being as an important condition for ensuring effective professional activity under martial law.

**Conclusions of this research and prospects for further research in this area.** The results of the study summarize modern scientific approaches to maintaining the motivation of enterprise personnel under martial law and identify key psychological resources that ensure the preservation of employees' professional activity under prolonged stress.

It has been established that the realities of the war period led to a significant transformation in employees' motivational sphere. Under conditions of increased security risks, socio-economic instability, and emotional stress, the importance of psychological security, employment stability, social support, and psychological well-being increases. At the same time, the role of traditional material incentives remains important but is no longer sufficient to maintain a high level of staff motivation.

Based on the analysis of the results of sociological research, it has been established that a significant part of the population of Ukraine is characterized by high levels of stress, emotional fatigue, and psychological tension. The most common stress-producing factors are the consequences of military operations, separation from loved ones, loss of a sense of security, and loss in the family. Such trends create additional risks for employees' professional involvement and increase the likelihood of emotional exhaustion and professional burnout, negatively affecting the efficiency of enterprises.

As a result of the generalization of contemporary psychological concepts, it has been substantiated that the key resources for sustaining personnel motivation under martial law are hardiness, resilience, self-efficacy,

and psychological capital. These characteristics ensure employees' ability to adapt to crisis conditions, sustain intrinsic motivation, maintain professional activity, and effectively perform their work functions under conditions of prolonged challenges.

It has been substantiated that effective support for personnel motivation requires the combination of individual psychological resources with appropriate organizational support mechanisms. Psychological safety, supportive leadership, corporate culture, high-quality internal communication, and the implementation of employee psychological well-being programs play an important role in this process. Their comprehensive application contributes to increasing professional engagement, job satisfaction, and organizational commitment among personnel.

The scientific novelty of the obtained results lies in the development of an integrated model of psychological resources for sustaining personnel motivation in enterprises under martial law. This model combines individual, interpersonal, and organizational levels of influence on employees' motivational sphere and provides a comprehensive approach to supporting their professional activity under crisis conditions.

The practical significance of the obtained results lies in the possibility of applying the proposed model when developing personnel motivation systems, designing employee psychological support programs, implementing measures aimed at developing personnel resilience and improving non-material motivation systems, as well as enhancing the effectiveness of personnel policy in enterprises operating under martial law and prolonged crisis challenges.

A promising direction for further research is the empirical verification of the proposed integrated model of psychological resources for sustaining personnel motivation using samples of employees from different sectors of the Ukrainian economy. Of particular scientific interest is the study of the relationships among psychological capital, hardiness, resilience, professional engagement, and personnel work performance effectiveness under martial law and during Ukraine's post-war recovery.

### ДОДАТКОВА ІНФОРМАЦІЯ

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**ЗАЯВА ПРО ДОСТУПНІСТЬ ДАНИХ:** Не застосовується.

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## ПСИХОЛОГІЧНІ РЕСУРСИ ПІДТРИМКИ МОТИВАЦІЇ ПЕРСОНАЛУ ПІДПРИЄМСТВ В УМОВАХ ВОЄННОГО СТАНУ

**Анотація.** Вступ. Трансформація середовища професійної діяльності в умовах воєнного стану та тривалої макроекономічної нестабільності зумовила суттєві зміни у структурі трудової мотивації персоналу. Робота в умовах підвищених безпекових ризиків, високої невизначеності та тривалого психоемоційного навантаження спричиняє зміщення мотиваційних пріоритетів працівників від кар'єрного зростання та професійної самореалізації до потреб безпеки, стабільності та психологічної захищеності. За таких обставин традиційні матеріальні та адміністративні методи стимулювання поступово втрачають свою ефективність, що актуалізує пошук нових психологічних ресурсів підтримки мотивації персоналу.

**Мета.** Метою дослідження є теоретичне обґрунтування психологічних ресурсів підтримки мотивації персоналу підприємств в умовах воєнного стану та визначення їхньої ролі у забезпеченні професійної залученості працівників і стійкості організацій до кризових викликів.

**Матеріали і методи.** Матеріалами дослідження є: 1) наукові праці вітчизняних і зарубіжних учених у галузі організаційної психології, психології праці, управління людськими ресурсами та мотивації персоналу; 2) аналітичні матеріали та результати соціологічних досліджень, присвячених психологічному стану населення, трансформації ринку праці та особливостям трудової діяльності в умовах воєнного стану; 3) сучасні концепції життєстійкості, резильєнтності, самоефективності та психологічного капіталу як ресурсів підтримки професійної активності персоналу.

У процесі здійснення дослідження використано такі наукові методи: теоретичного узагальнення та групування (для систематизації наукових підходів до розуміння мотивації персоналу та психологічних ресурсів її підтримки в умовах воєнного стану); аналізу та синтезу (для дослідження впливу стресогенних чинників на трудову мотивацію та узагальнення результатів сучасних наукових досліджень); порівняльного аналізу (для зіставлення підходів вітчизняних і зарубіжних учених до проблеми підтримки мотивації персоналу в кризових умовах); системного аналізу (для визначення взаємозв'язків між індивідуальними, міжособистісними та організаційними психологічними ресурсами); методу теоретичного моделювання (для розроблення інтегрованої моделі психологічних ресурсів підтримки мотивації персоналу підприємств в умовах воєнного стану); логічного узагальнення результатів (для формулювання висновків дослідження).

**Результати.** У статті досліджено вплив стресогенних чинників воєнного періоду (хронічна втома, емоційне напруження, безпекові ризики та кадровий дефіцит) на трансформацію механізмів трудової мотивації персоналу підприємств. Визначено основні тенденції зміни мотиваційних пріоритетів працівників в умовах воєнного стану, які характеризуються зростанням значущості потреб безпеки, психологічної стабільності та соціальної підтримки. Обґрунтовано роль життєстійкості, резильєнтності, самоефективності та психоло-

гічного капіталу як ключових індивідуальних ресурсів підтримки професійної активності персоналу. Встановлено значення міжособистісних та організаційних чинників, зокрема підтримувального лідерства, психологічної безпеки, сприятливого соціально-психологічного клімату та програм психологічного благополуччя, у забезпеченні залученості працівників до трудової діяльності. На основі узагальнення сучасних теоретичних підходів і статистичних даних розроблено інтегровану трирівневу модель психологічних ресурсів підтримки мотивації персоналу, яка поєднує індивідуальний, міжособистісний та організаційний рівні впливу. Запропонована модель дозволяє комплексно розглядати процес підтримки мотивації персоналу в умовах воєнного стану та може бути використана як теоретична основа для розроблення практичних програм підвищення стійкості персоналу й ефективності управління людськими ресурсами.

*Перспективи.* Перспективним напрямом подальших досліджень є емпірична перевірка розробленої інтегрованої моделі на репрезентативних вибірках персоналу підприємств різних галузей економіки України, а також кількісне оцінювання взаємозв'язку між окремими компонентами психологічного капіталу працівників та показниками їхньої професійної ефективності в умовах повоєнного відновлення.

**Ключові слова:** воєнний стан, життєстійкість, мотивація персоналу, підтримувальне лідерство, психологічна безпека, психологічні ресурси, резильєнтність, самоефективність.