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6th International Scientific and Practical Conference
**«Modern Science, Economy and Digital
Innovation»**

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**COMMUNICATIVE COMPETENCES OF
ORGANIZATIONAL STAFF IN THE MENTAL HEALTH
SUPPORT SYSTEM IN THE CONDITIONS OF SOCIAL
CHALLENGES**

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Modern social challenges significantly change the conditions under which organizations operate and increase the requirements for personnel's ability to adapt to an unstable environment. War, economic uncertainty, forced population mobility, employment transformation, social losses, and the constant need to make decisions under uncertainty create an additional psychological burden on employees.

In such conditions, the mental health of personnel becomes particularly important. It should be considered not only as an individual characteristic of the employee but also as an important component of organizational stability. The ability of an organization to maintain productivity, maintain team interaction, and ensure the effectiveness of its activities largely depends on how favorable the psychological environment is formed within the team.

One of the key factors of such an environment is the nature of professional communication. Communication in the organization performs not only an informational function. It shapes interpersonal relationships, trust levels, a sense of belonging within the team, the ability to receive support, and employees' willingness to seek help in difficult situations [3].

Therefore, in the context of social challenges, the traditional understanding of communicative competence as the ability to effectively transmit and receive information is no longer enough. The communicative competence of personnel should include psychological and social components that enable them to build safe interactions with others.

The key communicative competences of personnel in the context of mental health support should include [1-4]:

1. Empathic competence – the ability to understand the emotional state of another person, listen attentively, and respond without devaluing their experiences.

2. The competence of psychologically safe communication - the ability to create conditions in which an employee can express their own opinion, report difficulties, and seek support without fear of judgment or negative consequences.

3. Conflictological competence – the ability to recognize conflict situations promptly, discuss them constructively, and find solutions without escalating the confrontation.

4. Nonviolent communication competence – the ability to express one's own needs and positions without aggression, accusations, stigmatization, or humiliation of another person.

5. Supportive interaction competence – the ability to provide colleagues with basic social and emotional support, without replacing professional psychological help.

6. Self-regulation competence – the ability to control one's own emotional reactions, maintain constructive communication, and make decisions in conditions of increased psychological stress.

The communicative behavior of managers is particularly important. It is the manager who largely determines the psychological climate of the organization through the style of interaction with employees, the nature of feedback, the willingness to listen to staff concerns, and the ability to communicate complex solutions. Openness, predictability, and consistency in managerial communication can reduce uncertainty and foster trust.

At the same time, supporting mental health should not be reduced solely to the employee's individual responsibility. The organization should establish a system of psychologically safe communication that provides clear rules of interaction, accessible feedback channels, prevention of discrimination and bullying, support for team interaction, and the ability to obtain professional help.

In this context, the development of staff communication competencies should be integrated into the professional development system. Training programs can include training in emotional intelligence, active listening, non-violent communication, conflict management, crisis communication, and principles of trauma-informed interaction [3].

Thus, communicative competence becomes not only a professional characteristic of an employee but also a tool for supporting mental health and organizational resilience. Its development allows you to improve the quality of interpersonal interactions, reduce the risk of conflict, build trust, and create conditions for the timely identification of psychological difficulties.

For Ukrainian organizations, this direction is becoming particularly relevant amid prolonged social stress and the transformation of the socio-economic environment. Investment in human capital is one of the key factors of inclusive development, and

providing opportunities for human participation in economic activity involves not only professional development but also the creation of a favorable social environment.

Therefore, the development of personnel's communicative competences should be considered one of the practical mechanisms for forming a psychologically safe organizational environment. In the future, this will require developing a system to assess communicative competencies, identify indicators of psychological safety, and implement personnel development programs that support mental health.

In the face of social challenges, communication becomes an important resource for supporting employees' mental health. Its effectiveness is determined not only by the quality of information transmission but also by the ability to create a trusting, empathetic, and psychologically safe environment. The development of empathetic, conflict-solving, supportive, self-regulatory, and non-violent communicative competence among personnel improves the quality of professional interaction and the organization's adaptability. Accordingly, it is advisable to include communicative competence in the strategic development system of human capital and consider it one of the factors of organizational stability and support for mental health under conditions of social instability.

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ТЕХНОЛОГІЇ ЕЛЕКТРОННОГО ВРЯДУВАННЯ ЯК ІНСТРУМЕНТ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ ДЕРЖАВНОГО УПРАВЛІННЯ УКРАЇНИ

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Анотація. Досліджено технології електронного врядування як інструмент цифрової трансформації державного управління України. Проаналізовано взаємозв'язок державних електронних реєстрів, системи електронної взаємодії «Трембіта» та цифрової екосистеми «Дія». Обґрунтовано значення інтероперабельності, повторного використання даних, людиноцентричності та

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