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Таким чином, ефективність системи державного управління в умовах ІВ залежить від успішності запровадження певних інструментів, які забезпечують:

- спільне, спрямоване та ефективне керівництво громадськими процесами;
- адекватний організаційно-управлінський вплив на розвиток країни;
- реалізацію цілей та завдань державного/публічного управління, як загальних, так і конкретних, що стосуються різних сфер суспільного життя;
- управління загрозами та небезпеками, забезпечення інформаційного суверенітету України; захищеність національних інтересів України в інформаційному середовищі.

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EMOTIONAL REGULATION OF LEADERS IN PERSONNEL MANAGEMENT

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In contemporary business organizations, professional burnout is increasingly conceptualized not merely as an individual psychological issue, but as a systemic organizational phenomenon with far-reaching implications for personnel management, organizational performance, and economic sustainability. High levels of emotional exhaustion, depersonalization, and reduced professional efficacy among employees directly affect labor productivity, increase staff turnover, elevate absenteeism rates, and deteriorate the quality of managerial and operational decision-making. Collectively,

these outcomes generate significant direct and indirect financial losses, undermining the competitiveness and long-term resilience of organizations.

From the perspective of personnel management, burnout represents a critical risk factor that disrupts the effective utilization of human capital. Employees experiencing chronic emotional strain tend to disengage from organizational goals, demonstrate lower commitment, and exhibit reduced adaptive capacity in dynamic work environments. As a result, organizations face increasing costs related to recruitment, onboarding, training, and performance recovery. Consequently, burnout prevention has evolved into a strategic priority within human resource management (HRM) systems, linking employee well-being to organizational effectiveness and economic performance.

The growing turbulence of the business environment, intensified by digitalization, continuous organizational change, and escalating performance expectations, has significantly increased psychological demands on employees. These pressures are particularly pronounced in knowledge-intensive and service-oriented sectors, where emotional labor and interpersonal interactions constitute a substantial part of job requirements. Under such conditions, burnout emerges as a multidimensional phenomenon situated at the intersection of occupational psychology, organizational behavior, personnel management, and economics.

Within this interdisciplinary framework, leadership plays a central mediating role. Leaders not only allocate tasks and resources but also shape the emotional and psychological conditions under which employees perform their work. Their capacity to manage emotions – both their own and those of their subordinates – has profound implications for workforce stability, engagement, and performance. Therefore, emotional regulation of leaders warrants close examination as a critical managerial competence within personnel management systems.

In business psychology and management theory, leaders are increasingly viewed as emotional agents who influence organizational functioning beyond formal authority and decision-making structures. Within personnel management, leaders serve as key transmitters of emotional norms, values, and expectations that govern workplace interactions. Through daily communication, feedback processes, conflict resolution, and performance evaluation, leaders actively construct the emotional climate of their teams.

The emotional climate created by leaders significantly affects employees' perceptions of psychological safety, fairness, and organizational support. These perceptions, in turn, influence motivation, commitment, and resilience under stress. Research in organizational behavior highlights that employees are highly sensitive to leaders' emotional expressions, particularly under conditions of uncertainty and high workload. Through mechanisms such as emotional contagion and social learning, leaders' emotional reactions are often mirrored by team members, amplifying either adaptive or maladaptive emotional patterns.

In personnel management contexts, this dynamic has tangible implications. Leaders who demonstrate emotional volatility, irritability, or disengagement inadvertently normalize similar responses among employees, increasing the risk of

emotional exhaustion and burnout. Conversely, leaders who exhibit emotional stability, empathy, and constructive emotional expression contribute to a supportive work environment that buffers stress and enhances coping capacity.

Importantly, leadership influence operates not only at the interpersonal level but also at the structural level of HRM systems. Leaders play a decisive role in implementing personnel policies, shaping performance management practices, and interpreting organizational demands. Their emotional responses during performance reviews, organizational changes, or crisis situations directly affect employees' emotional experiences and perceptions of managerial legitimacy.

Thus, leadership emotionality is deeply embedded in personnel management processes, positioning emotional regulation as a core managerial competence rather than an auxiliary soft skill.

Emotional regulation refers to the ability to perceive, understand, manage, and appropriately express emotions in alignment with situational demands and organizational goals. Unlike the broader construct of emotional intelligence, emotional regulation emphasizes the behavioral and self-regulatory aspects of emotional competence in real-time managerial contexts. Within personnel management, emotional regulation enables leaders to navigate complex interpersonal situations, maintain constructive communication under pressure, and prevent the escalation of conflict. It also allows leaders to model adaptive emotional responses, reinforcing organizational norms that support psychological well-being and professional functioning. From a strategic HRM perspective, emotional regulation constitutes a component of organizational emotional capital – the collective capacity to manage emotional resources in ways that enhance performance and sustainability. Leaders with strong emotional regulation skills are better equipped to balance performance expectations with employee well-being, reducing the likelihood of burnout while maintaining productivity.

Empirical research consistently demonstrates that emotionally regulated leaders are more effective in managing stress, sustaining motivation, and fostering engagement within teams. Their ability to cognitively reappraise stressors, rather than react impulsively, contributes to a more stable and predictable work environment. This stability is particularly critical in personnel management contexts characterized by high demands, rapid change, and limited resources. In contrast, deficits in emotional regulation among leaders are associated with heightened workplace tension, reduced trust, and increased emotional labor demands on employees. Over time, these conditions create fertile ground for professional burnout, highlighting the preventive function of emotional regulation within HRM systems.

A growing body of empirical literature substantiates the relationship between leaders' emotional regulation and employee burnout outcomes. Zhao, Li, and Shields (2019) demonstrated a robust negative association between emotional regulation capabilities and burnout indicators, including emotional exhaustion, depersonalization, and diminished professional efficacy. Their findings suggest that emotional regulation functions as a psychological resource that mitigates the impact of organizational stressors on both leaders and subordinates. Coronado-Maldonado and Benítez-

Márquez (2023) further expanded this perspective by examining the mediating role of psychological safety and communication quality. Their research revealed that leaders' emotional regulation indirectly reduces burnout by fostering trust-based relationships and open communication channels within teams. From a personnel management standpoint, these findings emphasize the role of emotionally regulated leadership in sustaining healthy employment relationships and enhancing workforce stability. In the context of digital transformation, Ertiö, Eriksson, Rowan, and McCarthy (2024) highlighted the increasing relevance of emotional regulation for managing technostress. Their study showed that leaders with high emotional regulation competencies significantly reduced emotional exhaustion and maladaptive stress responses among employees navigating digital change. This underscores the importance of emotional regulation as a core capability for modern personnel management in technology-driven environments.

However, not all studies present a simplistic relationship between emotional intelligence and burnout prevention. Sariraei and Shkoler (2024) cautioned against equating high emotional intelligence with effective emotional regulation. Their findings indicate that without mature self-regulatory strategies, emotionally intelligent leaders may still experience and transmit stress, exacerbating burnout risks. This distinction is crucial for personnel management interventions, which must prioritize practical regulatory skills rather than abstract emotional awareness.

Bibliometric analyses by Ho, Thanh, Nguyen, and Thi (2025) further demonstrate that contemporary research increasingly frames emotional regulation as a strategic organizational resource. Their findings reveal a growing emphasis on emotional regulation in relation to employee engagement, retention, and human capital preservation, reinforcing its relevance for HRM systems.

Additional studies by Nieminen (2024), Zhao et al. (2025), Guan and Jepsen (2020) consistently highlight the role of adaptive emotional regulation strategies – particularly cognitive reappraisal – in reducing emotional exhaustion and supporting sustainable performance. Collectively, this body of evidence positions emotional regulation as a critical lever within personnel management for addressing burnout and enhancing organizational resilience.

Integrating emotional regulation into personnel management requires a systematic approach that aligns leadership development, performance management, and organizational culture. Traditional HRM systems have often prioritized technical competencies and performance metrics, neglecting the emotional dimensions of managerial effectiveness. However, contemporary challenges necessitate a broader understanding of leadership capability.

Leadership development programs should incorporate training in emotional self-regulation, stress management, and adaptive coping strategies. Such programs enable leaders to manage their own emotional responses while supporting employees' psychological needs. Performance management systems can further reinforce emotional regulation by recognizing and rewarding behaviors that contribute to a positive emotional climate.

Recruitment and selection processes also represent critical leverage points. Assessing candidates' emotional regulation capabilities – through behavioral interviews or situational judgment tests – can enhance leadership quality and reduce future burnout risks. Additionally, HR analytics can be used to monitor emotional climate indicators, absenteeism patterns, and turnover trends, enabling proactive interventions. Importantly, emotional regulation should be embedded within organizational culture as a shared value rather than an individual responsibility. When organizations explicitly acknowledge the emotional dimensions of work and leadership, they create conditions for sustainable personnel management practices.

From an economic perspective, emotional regulation of leaders contributes to cost reduction and value creation by preserving human capital, enhancing productivity, and reducing turnover-related expenses. While investments in emotional competence development may appear intangible, their long-term returns manifest in improved organizational performance and resilience.

Managerially, emotional regulation enhances decision-making quality by reducing cognitive distortions associated with stress and emotional overload. Leaders who regulate emotions effectively are better positioned to make balanced, strategic decisions, even under pressure. This capability is particularly valuable in personnel management, where decisions directly affect employees' livelihoods and organizational reputation. Furthermore, emotional regulation supports ethical leadership and social responsibility by promoting respectful treatment of employees and sustainable work practices. In this sense, it aligns personnel management with broader organizational values and stakeholder expectations. Emotional regulation of leaders represents a pivotal managerial competence within personnel management systems, directly influencing employee well-being, organizational performance, and economic sustainability. The evidence reviewed in this paper demonstrates that leaders' ability to manage emotions effectively serves as a protective factor against professional burnout, fostering psychological safety, engagement, and resilience among employees. Importantly, emotional regulation extends beyond individual self-control to encompass strategic organizational processes and cultural norms. High emotional intelligence alone is insufficient without the capacity for adaptive emotional regulation, particularly in high-stress managerial contexts.

Therefore, organizations should view emotional regulation as an investment in human and emotional capital, integrating it into leadership development, HRM practices, and organizational strategy. Such integration offers a viable pathway for mitigating burnout, enhancing workforce stability, and sustaining competitive advantage in contemporary business environments.

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ДИСТАНЦІЙНА РОБОТА ДЕПУТАТІВ ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ БЕЗПЕРЕРВНОСТІ ПРЕДСТАВНИЦЬКОЇ ФУНКЦІЇ

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Повномасштабне вторгнення Російської Федерації в Україну у лютому 2022 року стало безпрецедентним викликом для вітчизняної системи місцевого самоврядування, що поставило під загрозу існування демократичних інституцій у прифронтових регіонах. Харківська область, з огляду на своє географічне положення та безпосередню близькість до кордону з державою-агресором, опинилася в епіцентрі бойових дій. Це створило критичні перепони для функціонування органів публічної влади. В умовах постійних обстрілів,