



## OPEN ACCESS

*This is an open access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.*

<sup>1</sup>Doctor of Philological Sciences, Professor, Foreign and Ukrainian Philology Department, Faculty of Digital Educational and Social Technologies, Lutsk National Technical University, Lutsk, Ukraine

<sup>2</sup>PhD in Sociology, Associate Professor, Department of Social and Humanitarian Technologies, Faculty of Digital Educational and Social Technologies, Lutsk National Technical University, Lutsk, Ukraine

<sup>3</sup>PhD in Psychological Sciences, Associate Professor, Department of Social and Humanitarian Technologies, Faculty of Digital Educational and Social Technologies, Lutsk National Technical University, Lutsk, Ukraine

<sup>4</sup>PhD in Philology, Senior Lecturer, Department of Social and Humanitarian Technologies, Faculty of Digital Educational and Social Technologies, Lutsk National Technical University, Lutsk, Ukraine

<sup>5</sup>PhD of Pedagogical Sciences, Associate Professor, Department of Special and Inclusive Education, Lesya Ukrainka Volyn National University, Lutsk, Ukraine

<sup>6</sup>PhD in Psychological Sciences, Associate Professor, Department of Social and Humanitarian Technologies, Faculty of Digital Educational and Social Technologies, Lutsk National Technical University, Lutsk, Ukraine

Correspondence to:  
Liudmyla Mialkovska,  
reginavovk@ukr.net

Additional material is published online only. To view please visit the journal online.

# Crisis Communications as a Factor of Psychosocial Stress in Human Resource Management: A Qualitative Study

Liudmyla Mialkovska<sup>1</sup>, Olha Pimenova<sup>2</sup>, Nadiia Savchuk<sup>3</sup>, Hanna Moklytsia<sup>4</sup>, Liudmyla Stasiuk<sup>5</sup> and Kateryna Shkarlatiuk<sup>6</sup>

## ABSTRACT

### BACKGROUND

Modern concepts of human resource management (HRM) must address the psychological and social risks that influence professional performance. Crisis communication strategies are increasingly recognized as essential for maintaining workforce effectiveness, emotional well-being, and resilience. This study aims to analyze the impact of crisis communication on HRM effectiveness, focusing on psychological regulation mechanisms, socio-psychological foundations, and onboarding practices that shape employee engagement, loyalty, and productivity.

### MATERIALS AND METHODS

A qualitative and conceptual analysis of contemporary HRM literature and crisis communication models was conducted. The study reviewed existing theoretical frameworks, strategic HRM approaches, and performance metrics that capture employee engagement and emotional states. Key HRM practices, including onboarding and socio-psychological support mechanisms, were examined in the context of modern organizational challenges and wartime conditions.

### RESULTS

The findings demonstrate that effective crisis communication significantly improves HRM outcomes by ensuring timely information delivery, fostering team stability, and supporting employees' psycho-emotional well-being. Onboarding was identified as a critical factor influencing employee loyalty and performance. A model for optimizing crisis communication was developed, emphasizing strategic alignment, resilience-building, and the integration of emotional intelligence (EI) analytics to enhance workforce productivity.

### CONCLUSION

Crisis communication is a vital component of modern HRM strategies, particularly in environments characterized by uncertainty and social-psychological risks. By strategically applying communication models, organizations can strengthen employee adaptability, engagement, and productivity. Targeted investment in emotional intelligence analytics is recommended to further refine HRM practices, improve organizational resilience, and maintain a positive psychological climate within teams.

**Keywords:** Crisis communication strategies, Psychosocial risk mitigation, Wartime employee resilience, Emotional intelligence analytics in hrm, Onboarding-driven employee loyalty

### Highlights

- Examines the impact of crisis communication strategies on the effectiveness of human resource management in modern companies.

- Analyzes psychological regulation mechanisms and socio-psychological risks affecting workforce performance.
- Highlights the critical role of onboarding in enhancing employee engagement, loyalty, and productivity.
- Proposes a model for optimizing crisis communications that integrates emotional intelligence analytics.
- Emphasizes the importance of stress resistance, adaptability, and psychological support during crises and wartime conditions.

### Introduction

Against the backdrop of rapid socio-economic changes caused by the crisis dynamics of war and growing uncertainty, the issue of crisis communication is becoming increasingly relevant. Effective socio-psychological support is now becoming a tool for maintaining staff motivation, preventing conflict situations, and reducing staff turnover. Modern crisis communication strategies make it possible to develop effective models of social and communicative interaction within a company, which are crucial in the context of human capital stability in crisis situations.

In the current conditions of socio-economic development, the need to transform management processes is becoming particularly important.

Managers do not always pay sufficient attention to the development of the workforce, undermining its direct function in the context of achieving the organization's goals. At the same time, it is the team, the relationships that have developed within it, and the specific characteristics of its personnel that determine the level of success of any institution.<sup>1</sup> In this regard, one of the priority tasks of management is the ability to effectively manage human resources. In this context, crisis communications have become particularly important – these are social and psychological management methods that have the potential to ensure positive trends in the course of social and psychological processes within the work collective, are guided by the human resource management system, and are aimed at the effective achievement of a specific goal, while maintaining a favorable climate in the collective.

It is obvious that the level of success of crisis communication within management activities is determined by factors such as reliability, openness of relations between management and the organization's staff, constant availability of reliable information on the dynamics of the production and economic situation in the process of functioning of a modern institution in the social sector.<sup>2</sup> At the same time, the psychological context focuses on the individual, their behavioral responses, and the conditions that determine their

Cite this as: Mialkowska L, Pimenova O, Savchuk N, Moklytsia H, Stasiuk L, Shkarlatiuk K. Crisis Communications as a Factor of Psychosocial Stress in Human Resource Management: A Qualitative Study. Premier Journal of Science 2025;14:100114  
DOI: <https://doi.org/10.70389/PJS.100114>

#### Peer Review

Received: 23 July 2025  
Last revised: 18 September 2025  
Accepted: 19 September 2025  
Version accepted: 4  
Published: 4 October 2025

**Ethical approval:** The main ethical consideration in this study was ensuring responsible and accurate use of secondary data. All sources were properly cited and referenced, and the data were used in a way that respected intellectual property and data protection regulations

**Consent:** N/a

**Funding:** No industry funding

**Conflicts of interest:** N/a

#### Author contribution:

Liudmyla Mialkowska, Olha Pimenova, Nadiia Savchuk, Hanna Moklytsia, Liudmyla Stasiuk, and Kateryna Shkarlatiuk – Conceptualization, Writing – original draft, review and editing.

**Guarantor:** Liudmyla Mialkowska

**Provenance and peer-review:** Unsolicited and externally peer-reviewed

**Data availability statement:** N/a

development.<sup>3</sup> Sociology, meanwhile, concentrates its scientific interest on the characteristics of individuals within a group, society, etc.

The article focuses on the study of theoretical and applied aspects of crisis communication in modern personnel management strategies against the backdrop of exacerbated socio-psychological risks. The key research questions are the study of socio-psychological risk factors in the personnel management system, particularly in crisis conditions of martial law; the development of a crisis communication model that combines socio-psychological factors with potential determinants of crises in the organization; and the development of a plan to prevent them in order to predict the impact of communication.

#### Literature Review

Aspects of socio-psychological management methodology are considered in scientific works within the framework of various conceptual approaches. For example, Claeys and Coombs<sup>1</sup> attribute to socio-psychological methods of personnel management the ability to influence interpersonal relationships that form within work collectives and determine the development of certain social processes. As Mialkowska et al. argue,<sup>2</sup> socio-psychological methods of influence are aimed at intensifying the creative and labor activity of human resources. According to researchers<sup>2</sup>, effective crisis communication in HR includes advance preparation, plan development, audience identification, communication channel selection, spokesperson training, and ongoing analysis of results for future improvements.

At the same time, Kimhi<sup>3</sup> emphasizes that they focus on the personality of the employee, their needs, abilities, and worldview. The active integration of socio-psychological management methods, as scientists argue, ensures the formation of a sense of belonging to a particular social entity and a sense of self-worth for a given team, which in synergy provide the prerequisites for psychological comfort in the work process and determine the level of their productivity. The authors position the goal of crisis communications in HRM as minimizing the negative consequences of the crisis, maintaining trust and stability within the team, creating a positive reputation for the company, and restoring effective management and work processes.

Grigorescu et al.<sup>4</sup> study internal crisis communications in the context of the potential of vertical communication strategies that are perceptive in nature. Emphasizing the need to anticipate possible crisis scenarios, the authors propose developing adaptive communication strategies based on the principles of responsiveness, transparency, effective leadership, empathy, monitoring, and effective feedback.

Ziaei Nafchi and Mohelská<sup>5</sup> focus on the context of crisis communication management in modern corporations and identify a number of key factors for the emergence of crisis situations in the corporate environment. The authors emphasize the need to use modern technologies to control the communication process and

evaluate the effectiveness of communication measures during a crisis in order to avoid mistakes in the future.

At the same time, Weaver et al.<sup>6</sup> review behavioral approaches to social and psychological safety in the workplace and emphasize the growing cross-sectoral application of behavioral approaches. This involves creating an environment where employees feel protected from psychological threats such as stress, discrimination, conflict, and burnout, and are able to freely express their opinions and needs without fear of negative consequences.

The results of Strohmeier's<sup>7</sup> research demonstrate that the main obstacles to the integration of effective crisis communications are external factors and individual leadership qualities. Social and psychological risks cover areas of organization and work management, strategic management, and the environmental context. Rachmad<sup>8</sup> and Charness and Grieco<sup>9</sup> consider various approaches to managing social and psychological risks, including the development of tailored interventions, the concept of stress reduction, and the implementation of unified international requirements. Key measures include: identifying and assessing social and psychological risks, involving employees in finding solutions, developing and implementing measures to improve working conditions, monitoring the effectiveness of these measures, and continuously improving the risk management system in accordance with standards, in particular ISO 45003.<sup>10</sup>

Statistical studies and sociological surveys conducted by Isensee et al.,<sup>11</sup> Potter et al.<sup>12</sup> confirm the intensification of socio-economic risks in crisis conditions of social instability, which is exacerbated by war and takes on new contexts against the backdrop of global trends of integration and digitalization.

Isensee et al.<sup>11</sup> position crisis communications in human resource management as a set of measures to improve the effectiveness of communication, adaptability, and resilience of the workforce to challenges to organizational stability, and to positively influence the company's reputation and morale. Potter et al.<sup>12</sup> examined the relationship between organizational culture, sustainable development, and digitalization in small and medium-sized enterprises and concluded that there is a close interaction between crisis communications and the level of digital competence of company employees.

Despite the significant achievements of scientists, the issue of the practical significance of crisis communications in modern human resource management strategies is becoming particularly relevant in the context of permanent crises and social dynamics that have a determining influence on the mental health of the workforce and its social behavior.

The aim of the study is to conduct an extended analysis of the impact of crisis communication strategies on improving the effectiveness of personnel management in modern companies.

#### Methods

The study is a systematic review. It focuses on the specifics of the impact of crisis communications on ensuring the effectiveness of human capital management strategies

in a dynamic information environment. Significant attention is paid to the potential for resilience and psychological adaptation, as well as the possibilities for managing them.

First and foremost, the study involved a systematic and comprehensive analysis of scientific publications, research papers, and major global security trends based on industry statistical information. The approach to analysis involved thematic coding. The results of sociological studies by international organizations and consulting agencies were also used.

Systematic review protocol.

#### A) Search databases

The main materials for the study were selected industry publications indexed in leading scientific databases (Web of Science, Scopus), as well as statistics from official sources. The sample period is 2019–2025.

#### B) Full search series

For effective information retrieval during the study, search engines such as Google Scholar were used. Queries were formulated by selecting relevant keywords, and clarifying questions or commands were used to narrow down the search results. For a deeper analysis, results from various sources were reviewed, paying attention to quality information.

Search strings are phrases that were entered into search engines (Google Scholar) to find scientific information and research results. An effective search query for research involved identifying keywords: basic terms related to the research topic; synonyms and related terms to cover a wider range of sources; specific terms (names of methods, authors, terms, etc.). The keywords for the search were “social and psychological risks, crisis communications, emotional state, human resources strategy, personnel management, management model,” as well as related and synonymous terms.

The date of the last search was July 2025.

#### C) Inclusion/exclusion criteria

The criteria for inclusion and exclusion of publications were spatial and temporal indicators and the level of reliability of information. The criteria for assessing the quality of sources were the relevance and objectivity of the publication, the completeness of the topic coverage, and the authoritativeness.

Critical assessment tools included methods for verifying reliability, analyzing sources, assessing relevance, and research methods. Internet search rules were applied, as well as analysis of the language of the text for emotional words and manipulative headlines. An analysis

of information sources was carried out: the authority and reliability of the source were assessed; attention was paid to the relevance of the information: whether it was still relevant.

Aspects of critical evaluation of research included verification of: relevance, novelty, and significance of the problem; compliance of the chosen methodology with the goals and objectives of the study; reliability and validity of results; logical soundness of conclusions and compliance with scientific standards, as well as potential implementation in practice.

In addition, an assessment of research methods was carried out, which involved a critical approach to the methods used to obtain the information.

The data extraction system included:

- data collection and preprocessing: sentences and words were extracted, normalized, and stop words were removed;
- extraction of entities that are relevant to the research context;
- extraction of relationships between the extracted entities;
- structuring of information.

The quality of the research influenced the synthesis in the following aspects:

1. accuracy and completeness of data (ensuring the accuracy and completeness of data, which is a necessary basis for correct synthesis);
2. objectivity (to avoid subjective interpretation of results, as qualitative research provides unbiased data, allowing for the synthesis of a realistic picture of reality);
3. verification of results (good research provides for the possibility of verification of the results obtained by other researchers. This ensures that the data collected is reliable and that the synthesis based on it will be reliable);
4. structuring of knowledge (qualitative research reveals connections and patterns between facts, reflecting the essence of the phenomenon under study);
5. absence of distortions (if the research is of poor quality, it may contain distortions caused by subjective factors, inappropriate methods, or errors in data processing, and therefore the synthesis will be incorrect).

Assessment of the quality of the included studies: verification of the methodology, reliability, and compliance of the study with established standards to ensure the reliability of its results; analysis of the criteria for compliance

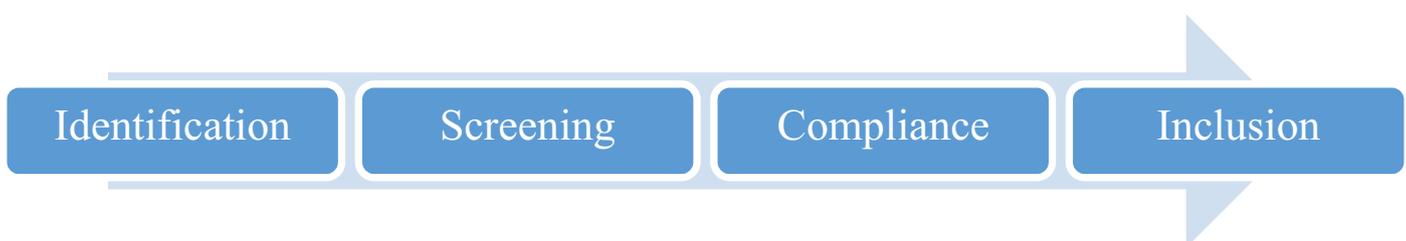


Fig 1 | Screening flowchart

with the study design, implementation, validity of conclusions, and potential sources of bias.

In order to reduce the impact of bias and obtain more objective and reliable results, methods to minimize bias were applied, in particular: strengthening transparency (providing complete information about the research methodology and data analysis process with the possibility of replicating the results); limiting the influence of cognitive biases; adherence to ethical considerations; use of automated data analysis tools to reduce the influence of researcher subjectivity on the analysis process.

The quality assessment of the included studies involved checking their methodological rigor and reliability in order to understand how reliable the conclusions of these studies are for the future review. The general screening flowchart can be presented in Figure 1.

The research methodology was formed by a number of general scientific methods, in particular, analysis and synthesis, comparison, systematization, generalization, and abstraction. These methods made it possible to trace the causal relationships between the impact of crisis communications and the effectiveness of HR strategies, identify key criteria and definitions, and identify the most influential factors. Additionally, with the help of scientific abstraction, the conceptual foundations of personnel management mechanisms and strategies against the backdrop of innovative threats were detailed.

The process of removing duplicate studies involved identifying duplicate records using queries and then deleting them. Steps for removing duplicates: defining uniqueness criteria (study title, DOI, author), searching for duplicates (writing an SQL query), and deleting them.

The limitations of the study are due to the complexity of experimentally verifying theoretical conclusions

in order to reduce the influence of bias and obtain more objective and reliable results. Another limitation is the conceptual nature of the proposed model, which requires additional empirical development.

**Results**

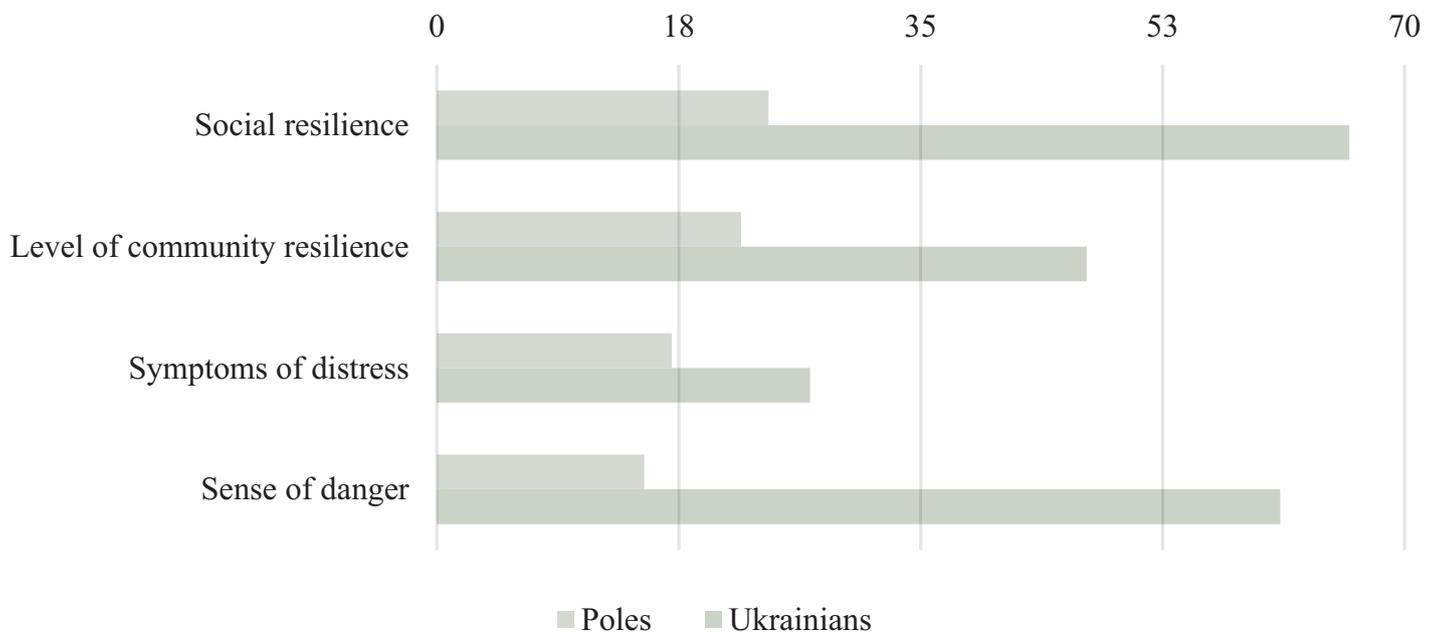
**Social and psychological risk factors and crisis communications in human resource management**

The impact of social and psychological risks on the effectiveness of socio-economic systems is significantly exacerbated by political, economic, and environmental crises. Contemporary research shows the multifaceted nature of the negative impact of war on the process of social development. Among the most common symptoms of distress are fear, depression, anxiety, general deterioration of well-being, destructive moral state, lack of motivation and hope for improvement. In management tools, individualized approaches to identifying employee needs based on their emotional state are of paramount importance.

In view of the above, a distinctive feature of personnel management in wartime is the expansion of communication, taking into account the support of the moral and psychological state of employees, ensuring conditions for their physical protection, and providing psychological assistance.

According to recent studies, a comparison of the level of perceived danger and symptoms of distress among Ukrainian and Polish respondents shows a higher level of stress in wartime, but at the same time much higher levels of social resilience (Figure 2).<sup>14</sup> This is confirmed by data from the Ukrainian Center for Independent Political Research.

It can be argued that the results shown in Figure 2 give greater significance to the strengths of the socio-psychological adaptation strategy than to vulnerability factors. In other words, existential threats can serve as



**Fig 2 | Factors influencing the threat of war on the socio-psychological paradigm of development of Ukrainians and Poles, %**

Source: Ukrainian Center for Independent Political Research (2023)

a catalyst for increasing the resilience of personnel. At the same time, during wartime, Ukrainian workers experience higher levels of stress and tension, as well as poorer mental health than people in countries where there is no war.

An imbalance in the moral and psychological climate within a team is a prerequisite for the emergence of conflict situations. Among the factors that disrupt a favorable moral and psychological climate in a team are instability and uncertainty in the social environment, complicated vertical relationships, incompatibility of members of the work team, dissatisfaction with the material situation, lack of motivation and incentives, psychological tension, and fatigue.

A manager must possess certain tools to ensure a favorable social and psychological climate in the team, including: skills in combining professional activity with adequate rest, leveling psychophysiological tension; the ability to conduct business conversations effectively; personal intervention by the manager when signs of a conflict situation arise; mastery of tools for the prevention, warning, and preventive or rapid elimination of conflicts, as well as skills in their practical use; mastery of skills for critically analyzing the activities of subordinates, avoiding criticism in the presence of third parties, or criticism of personal qualities rather than the actions of an employee.

#### **Formation of a conceptual model of crisis communication**

In view of the above, it seems appropriate to implement preventive measures against conflicts within the framework of personnel security management policy in crisis conditions during wartime. The following measures are among the main areas of crisis communication:

- identifying potentially likely causes of tension, in particular exogenous and endogenous factors that provoke it;
- identifying hidden obstacles;
- correcting the problem through an appropriate response (establishing communication, seeking compromise, changing strategy or tactics, etc.).

It should be noted that endogenous factors include issues related to the personal “I”, in particular, stress, exhaustion, irritability, internal personal imbalance, and insecurity, which are particularly relevant in times of war.

The proposed concept raises the business mood of employees, increases their motivation, and contributes to the growth of vitality, which in synergy helps to overcome tension in relationships.

Management methods are constantly evolving. At the same time, their scope of application is expanding, and the importance of economic incentives is growing, which makes it possible to synergize the personal motivation of each member of the work team with the common interests of the company.

Social and psychological levels are generally positioned as leadership style; the formation of a social and psychological climate in the team; a system of non-material motivation for employees; and conflict

management. With the development of the range of management tools, a special role is assigned to communication levels.

The system of social and psychological management in modern institutions and organizations faces a number of threats to its effectiveness. In particular, rapid technological change poses a significant threat, despite its powerful potential for improving performance and developing communication. Thus, the potential consequences of technological growth include job instability and stress among employees, as well as the need for skills in working with innovative digital tools.

Although labor diversity can be a source of innovation, it requires complex management skills to prevent and resolve potential conflicts and ensure that all employees feel valued and involved.

One of the fundamental prerequisites for the application of social and psychological management is a holistic and comprehensive approach to understanding employee behavior in the workplace. This approach involves recognizing the diverse personal needs and motivations of individual employees, as well as the dynamics of teams and groups within the organization.

Thus, the process of implementing socio-psychological management methods involves a number of practices and strategies. These include initiatives to optimize internal communication processes, encourage employee initiative, expand the rights and potential of employees, develop effective leadership and teamwork skills, and implement mental health support programs.

The process of implementing crisis communication also involves the formation and development of an organizational culture that encourages open dialogue, stimulates a sense of belonging among employees, and focuses them on achieving a common goal.

A significant feature of crisis management is the emphasis on continuous learning and the development of adaptability skills. The dynamics of the social and business environment require modern companies to adapt their development strategies and adopt a flexible and responsive approach to management. In addition, this requires a commitment to the continuous development and improvement of employees.

The internal environment of a company is the source of its vitality and includes the potential that enables the organization to exist and survive for a certain period of time, but it can also be a source of problems if functionally necessary needs are not met. Among the main ways to improve the crisis communication system against the backdrop of wartime threats, the following should be highlighted:

- an adaptation system to ensure a favorable moral and psychological climate, motivate staff to empathy and tolerance, and maintain stability and team spirit;
- a scientifically based system of labor motivation and a fair system of remuneration focused on increasing productivity and quality of work;
- a personnel development system that includes stimulating staff motivation, continuous self-education, and the introduction of an effective coaching system;

- creating a positive brand image for managers through their staff, with the help of active development of corporate culture.

According to the results of a study Gradus Research on the psychological health of the population in war-time,<sup>13</sup> the main causes of stress are the full-scale war with Russia (72%), financial difficulties (41%), the socio-political situation in the country (38%), and health (30%) (Figure 3).

Psychological and social risks are exacerbated in times of war, which can lead to a deterioration of the moral and psychological climate in social systems and a decline in their development. In human resource management, socio-psychological risks should be one of the key aspects of monitoring. The main risks include increased stress in the workplace, chronic exhaustion and reduced productivity, emotional burnout, conflicts within the team, insufficient social support and isolation, and loss of motivation.

Employees' mental health requires constant attention and investment. Managers must anticipate possible crisis scenarios, develop crisis communication plans, and formulate response strategies. It should be noted that intuitive decisions and communications prevail in crises, while the choice of a specific crisis communication model depends on the nature of the crisis, the target audience, and the speed of information dissemination.

The key framework for crisis communication includes:

- rapid and transparent information sharing (to prevent the spread of false information);
- defining the goals of crisis communication (in particular, restoring trust, stopping the spread of negative information, and minimizing damage);
- developing a communication plan (including defining responsibilities, communication channels, and target audiences);
- forming a team;

- managing the flow of information;
- maintaining trust and feedback (to understand the needs of employees, the specifics of their response to the crisis, and to adjust communication strategies in a timely manner).

The practical application of the proposed crisis communication model involves effective information management during a crisis to minimize negative consequences for the company and its employees. In particular, the following situations can serve as examples of the application of crisis communication in human resource management.

1. Layoffs due to financial difficulties or company restructuring. In this case, crisis communication involves open and transparent communication with employees. For example, it is advisable to hold a general meeting at which management not only explains the reasons for the layoffs but also offers support to the employees who have been laid off.
2. The need to reduce personnel costs due to financial difficulties. Crisis communication in this case involves open discussion with staff about the company's financial situation. In particular, a practical solution may be to hold a meeting with trade unions to find compromise solutions to maintain salary levels.
3. General crisis situations of emergencies – epidemics, natural disasters, etc. Crisis communication in such cases involves informing staff, providing necessary protective equipment, and psychological support. Practical solutions may include sending instructional messages to employees, organizing psychological assistance services, and monitoring employee stress levels based on indicators (recommended indicators for measurement: employee stress levels, employee information needs, effectiveness of all initiatives within the program).

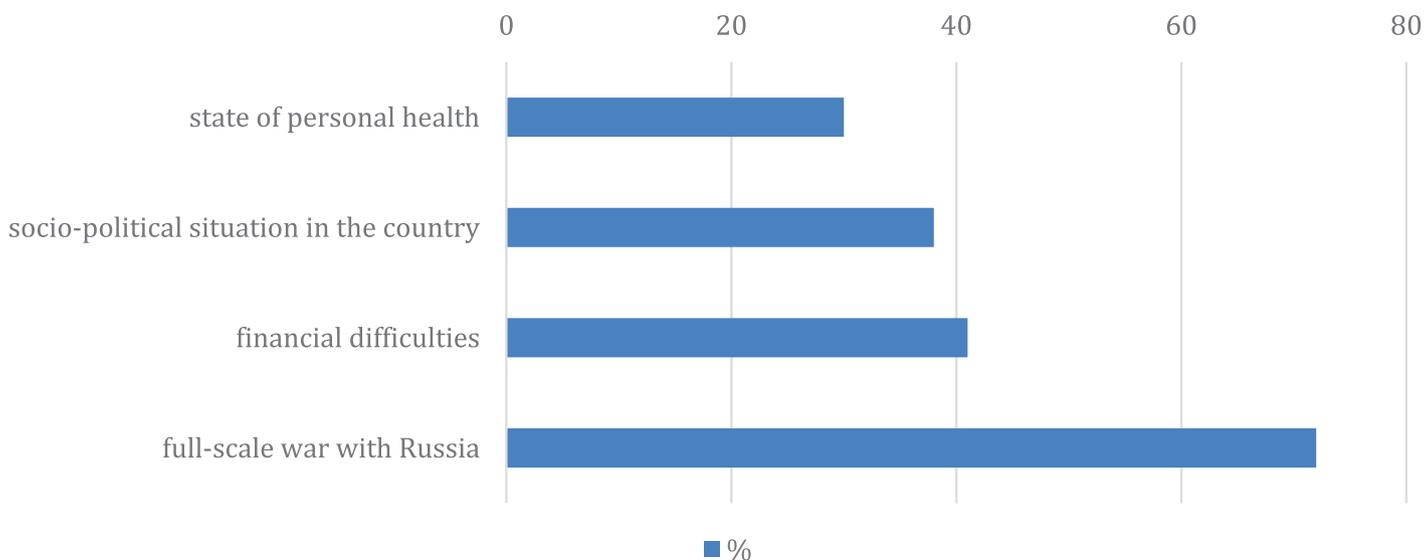


Fig 3 | Main causes of employee stress against the backdrop of military risks

Source: compiled by the author based on Gradus Research (2024)

4. Spreading negative narratives about the company in the information space. Crisis communication involves rapid response and refutation, as well as protecting the company's reliability strategy. A practical solution is to publish statements refuting the information and openly inform employees. It is also advisable to use emotional intelligence: training and seminars, mentoring, coaching, emotional intelligence tests, and the development of emotional competence in working groups.

### Discussion

There are a number of problematic aspects in the scientific discourse on the study of psychological and social risks to the effectiveness of professional workers. Thus, social methods are used to control relationships within and between groups, while psychological methods are used to control individual behavioral responses and aspects of interpersonal relationships within a group.<sup>15</sup>

Analysis of the situation in Ukraine in the context of military operations shows that the conflict contributes to the emergence and intensification of social risks, especially in areas directly related to the livelihoods of the population. The importance of preserving human potential during this period requires specific measures, including support for educational initiatives, reform of social protection, psychological support for the population, and improvement of corporate policy.<sup>16</sup>

According to Kundi et al.,<sup>17</sup> it is necessary to take into account the potential of social communication in strategies to increase staff resilience to contemporary crisis challenges. At the same time, Oakman et al.<sup>18</sup> argue that an important method for increasing individual and social adaptability to the stressors of war is to upgrade social and psychological resources, conduct an intellectual and reflective assessment of one's own activities in the context of the past and future, and identify the need and potential for its transformation.

Mialkowska et al.<sup>19, 20</sup> note that the phenomenon of individual and social resilience within crisis communication strategies should be viewed as a process of rapid adaptation to crisis circumstances. The authors have identified correlational relationships between resilience resources and psychological stability. The researchers argue that the process of adaptation to stressors requires a systematic approach to socio-psychological forecasting.

Halahan and Raievska<sup>21</sup> see the use of the phenomenon of stress resistance as the basis for the conceptual framework for the development of crisis communications. In fact, it is positioned as an important integral property of an individual that contributes to the effective achievement of adaptability in stressful circumstances. Adaptability is primarily focused on aspects of motivational, emotional, and cognitive progress of individual and collective consciousness.

The phenomenon of stress resistance is primarily positioned as the ability to overcome heavy loads and effectively perform tasks in extreme conditions, the problem of barriers to human mental adaptation, and

self-regulation of the personality. Coutinho et al.<sup>22</sup> and Ghezzi et al.<sup>23</sup> are convinced of this.

The contradictory influence of political conflicts and communication strategies on collective behavior is studied by Varadaraj and Al Wadi.<sup>24</sup> The authors believe that political conflicts determine the development trends of social communication strategies, emphasizing the reassessment of the influence of political conflicts on economic processes and the psychological state of company employees.

Pujianto et al.<sup>25</sup> focus on researching the potential for social stability and psychological resilience of the human resources of modern companies. The author's position seems correct in relation to contemporary challenges, where the direct impact of military actions is exacerbated by information disinformation, which accelerates and deepens negative phenomena in the psychological and social environment.

Pavlista et al.<sup>26</sup> note that the analysis of deeper psychological processes in crisis conditions and the identification of directions and limits of managerial influence of crisis communications will make it possible to develop effective concepts for optimization measures that will positively influence the level of individual and social adaptability to the stress factors of war.

Parmentier<sup>27</sup> conducted a cross-sectional study of the impact of emotional intelligence on career adaptability. The researchers argue that taking into account personal concepts and individual differences are necessary factors for successful crisis communication. In light of the current study, the authors' conclusions are particularly important.

At the same time, da Silva et al.<sup>28</sup> analyze the human resource management strategy 4.0, which involves adapting personnel management to the challenges of the fourth industrial revolution, in particular digital transformation and automation, including the use of innovative technologies, the development of flexible workplaces, retraining and upgrading of employees, as well as changing approaches to leadership and management. The strategy allows for the consideration of social and psychological stress factors, which is particularly relevant in the context of the current study.

Budhwar et al.<sup>29</sup> focus on human resource management in the era of generative artificial intelligence, revealing prospects and directions for research on ChatGPT. The researchers draw on the conclusions of Li<sup>30</sup> and Curran<sup>31</sup> regarding blockchain-based data security for artificial intelligence applications in crisis communications in modern organizations. The researchers draw parallels between the level of organizational security and the effectiveness of crisis communication in human resource management.

Finally, Anwar and Abdullah<sup>32</sup> highlight the impact of human resource management practices on organizational effectiveness. According to the researchers, this impact should not only be aimed at achieving organizational goals, but also at ensuring competitive advantages through the strategic selection, placement, and retention of qualified and loyal employees. At the same

time, this cannot be achieved without an effective crisis communication system.

It should be concluded that crisis communications are positioned as an important tool in the management of an organization's personnel. This is confirmed by both the findings of researchers and the results of this study. Crisis communications are designed to respond to crisis situations and prevent their consequences through the development and implementation of effective models of internal and external communication.

### Conclusion

In crisis conditions of war and negative socio-economic dynamics, psychological and social risks intensify. If ignored, the moral and psychological climate in social systems is likely to deteriorate, leading to a general deterioration in the mental health of workers and a decline in their productivity.

Social and psychological risk factors are elements related to an individual's motivation, level of loyalty, social roles, and potential for interpersonal conflicts that can affect the effectiveness of social interaction.

The crisis communication model should combine social and psychological factors with potential determinants of crises in the organization, the development of a plan for their prevention, and predictive models of communication influence. Social and psychological levers generally include leadership style; the formation of a social and psychological climate in the team; a system of non-material motivation for employees; and conflict management.

The limitations of the study are related to the difficulties of experimentally verifying theoretical conclusions.

Figures 1–3 are conceptual, but their limitations include a narrow range of information sampling and the complexity of experimentally verifying the theoretical concept. Empirical verification is beyond the scope of the current work due to the resource intensity and the need for a thorough preparatory stage for the practical application of the proposed model. In the context of escalating internal socio-psychological risks against the backdrop of external threats, modern companies need an active personnel policy to implement effective adaptation strategies and provide psychological support to staff. Promising developments should focus on the possibility of providing a crisis communication protocol as an online application for practitioners.

### Acknowledgement

We would like to extend our deepest gratitude to all the defenders of Ukraine and those who support our country in this extremely difficult time.

### References

- 1 Claeys AS, Coombs WT. Organisational crisis communication: Suboptimal crisis response selection decisions and behavioural economics. *Communication Theory*. 2020;30(3):290–309. <https://doi.org/10.1093/ct/qtz002>.
- 2 Mialkowska L, Cherneta S, Sushyk I, Martyniuk YA, Maiboroda O, Savchuk N. Information, digital, and socio-psychological technologies in the training of specialists in the social sphere. *Studies in Media and Communication*. 2023;11(7):297–312. <https://doi.org/10.11114/smc.v11i7.6502>.
- 3 Kimhi S. Prediction of societal and community resilience among Ukrainian and Polish populations during the Russian war against Ukraine. *International Journal of Disaster Risk Reduction*. 2023;93:103792. <https://doi.org/10.1016/j.ijdrr.2023.103792>.
- 4 Grigorescu A, Pelinescu E, Ion AE, Dutcas MF. Human capital in digital economy: An empirical analysis of Central and Eastern European countries from the European Union. *Sustainability*. 2021;13(4):2020. <https://doi.org/10.3390/su13042020>.
- 5 Ziaei Nafchi M, Mohelská H. Organizational culture as an indication of readiness to implement Industry 4.0. *Information*. 2020;11(3):174. <https://doi.org/10.3390/info11030174>.
- 6 Weaver B, Kirk-Brown A, Goodwin D, Oxley J. Psychosocial safety behavior: A scoping review of behavior-based approaches to workplace psychosocial safety. *Journal of Safety Research*. 2023;84:33–40. <https://doi.org/10.1016/j.jsr.2022.10.006>.
- 7 Strohmeier S. Digital human resource management: A conceptual clarification. *German Journal of Human Resource Management*. 2020;34(3):345–365. <https://doi.org/10.1177/2397002220921131>.
- 8 Rachmad YE. Psychological adaptation theory. *Spezialausgabe. Kölner Dom Buch Internationaler Verlag*; 2022. <https://doi.org/10.17605/OSF.IO/9QSDK>.
- 9 Charness G, Grieco D. Creativity and corporate culture. *The Economic Journal*. 2023;133(65):1846–1870. <https://doi.org/10.1093/ej/uead012>.
- 10 ISO 45003. (2021). <https://www.iso.org/standard/64283.html>
- 11 Isensee C, Teuteberg F, Griesse KM, Topi C. The relationship between organizational culture, sustainability, and digitalization in SMEs: A systematic review. *Journal of Cleaner Production*. 2020;275:122944. <https://doi.org/10.1016/j.jclepro.2020.122944>.
- 12 Potter R, O'Keefe V, Leka S, Webber M, Dollard M. An analytical review of the Australian policy context for work-related psychological health and psychosocial risks. *Safety Science*. 2019;111:37–48. <https://doi.org/10.1016/j.ssci.2018.09.012>.
- 13 Gradus Research. Research within the framework of the All-Ukrainian Mental Health Programme. [Internet]. 2024 [cited 2025 Jun 5]. Available from: <https://gradus.app/uk/open-reports/mental-health-and-attitudes-ukrainians-towards-psychological-assistance-during-war/>
- 14 Ukrainian Center for Independent Political Research. Resilience and cohesion of Ukrainian society during the war: Periodic report based on monitoring materials from selected regions of Ukraine. Kyiv: Ukrainian Center for Independent Political Research; 2023.
- 15 Mialkowska L, Sternichuk V, Petruk V, Honchar K, Knysh E, Panchenko V, Yanovets A. Contemporary English media discourse: Linguistic, pragmatic, social and digital aspects. *Ad Alta: Journal of Interdisciplinary Research*. 2024;14/01-XXXIX:151–156. <https://doi.org/10.33543/140139151156>.
- 16 Pérez-Fuentes MDC, Molero Jurado MDM, Mercader Rubio I, Soriano Sanchez JG, Gazquez Linares JJ. Mindfulness for preventing psychosocial risks in the workplace: A systematic review and meta-analysis. *Applied Sciences*. 2020;10(5):1851. <https://doi.org/10.3390/app10051851>.
- 17 Kundi YM, Aboramadan M, Elhamalawi EM, Shahid S. Employee psychological well-being and job performance: Exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis*. 2021;29(3):736–754. <https://doi.org/10.1108/IJOA-05-2020-2204>.
- 18 Oakman J, Weale V, Kinsman N, Nguyen H, Stuckey R. Workplace physical and psychosocial hazards: A systematic review of evidence-informed hazard identification tools. *Applied Ergonomics*. 2022;100:103614. <https://doi.org/10.1016/j.apergo.2021.103614>.
- 19 Mialkowska L, Redchuk R, Sushyk I, Martyniuk Y, Maiboroda O, Savchuk N. Social management and digital communications as important components of modern higher education. *Cadernos de Educacao Tecnologia e Sociedade*. 2023;16(1):143–152. <https://doi.org/10.14571/brajets.v16.n1.143-152>.
- 20 Mialkowska L, Yanovets A, Sternichuk V, Nykoliuk T, Honchar K, Khnykina O. Manipulative tactics in modern English-language media discourse. *Conhecimento Diversidade*. 2023;15(38):345–362. <https://doi.org/10.18316/rcd.v15i38.11077>.
- 21 Halahan VV, Raievska YM. Socio-psychological factors of mental health among employees of commercial organisations. *Scientific Bulletin of Uzhhorod National University. Series: Psychology*. 2024;1:21–25. <https://doi.org/10.32782/psy-visnyk/2024.1.4>.

- 22 Coutinho H, Queirós C, Henriques A, Norton P, Alves E. Work-related determinants of psychosocial risk factors among employees in the hospital setting. *Work*. 2019;61(4):551–560. <https://doi.org/10.3233/WOR-182825>.
- 23 Ghezzi V, Probst TM, Petitta L, Ciampa V, Ronchetti M, Di Tecco C, et al. The interplay among age and employment status on the perceptions of psychosocial risk factors at work. *International Journal of Environmental Research and Public Health*. 2020;17(10):3611. <https://doi.org/10.3390/ijerph17103611>.
- 24 Varadaraj A, Al Wadi BM. A study on contribution of digital human resource management towards organizational performance. *International Journal of Management Science and Business Administration*. 2021;7(5):43–51. <https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.75.1004>.
- 25 Pujianto W, Haque SA, Sutama D, Wirawan F, Wahyu E. Adaptive leadership model: A systematic literature review and future research. In: *Proceeding the 2nd International Seminar of Multicultural Psychology (ISMP 2nd)*; 2023. p. 46–51. [Internet]. 2023 [cited 2025 Jun 5]. Available from: <https://www.researchgate.net/publication/373361067>
- 26 Pavlista V, Angerer P, Diebig M. Barriers and drivers of psychosocial risk assessments in German micro and small-sized enterprises: A qualitative study with owners and managers. *BMC Public Health*. 2021;21:1–12. <https://doi.org/10.1186/s12889-021-11416-1>.
- 27 Parmentier M, Pirsoul T, Nils F. Examining the impact of emotional intelligence on career adaptability: A two-wave cross-lagged study. *Personality and Individual Differences*. 2019;151. <https://doi.org/10.1016/j.paid.2019.05.052>
- 28 da Silva LBP, Soltovski R, Pontes J, Treinta FT, Leitão P, Mosconi E, et al. Human resources management 4.0: Literature review and trends. *Comput Ind Eng*. 2022;168:108111. <https://doi.org/10.1016/j.cie.2022.108111>
- 29 Budhwar P, Chowdhury S, Wood G, Aguinis H, Bamber GJ, Beltran JR, et al. Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT. *Hum Resour Manag J*. 2023;33(3):606–59. <https://doi.org/10.1111/1748-8583.12524>
- 30 Li W, Su Z, Li R, Zhang K, Wang Y. Blockchain-based data security for artificial intelligence applications in 6G networks. *IEEE Netw*. 2020;34(6):31–7. <https://doi.org/10.1109/MNET.021.1900629>
- 31 Curran K. Cyber security and the remote workforce. *Comput Fraud Secur*. 2020;2020(6):11–2. [https://doi.org/10.1016/S1361-3723\(20\)30063-4](https://doi.org/10.1016/S1361-3723(20)30063-4)
- 32 Anwar G, Abdullah NN. The impact of human resource management practice on organizational performance. *Int J Eng Bus Manag*. 2021;5. <https://ssrn.com/abstract=3824689>