Chapter 8

Developing Peacemaking Soft Skills of Managers as a Method of Preventing Professional Burnout and Restoring Work–Life Balance:
A Ukrainian Case Study

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ABSTRACT

The purpose of this study is to investigate the impact of military threats on the professional burnout of employees in the organizations that have survived the COVID-19 pandemic and currently are in conditions of uncertainty and rapid digitalization, as well as to make recommendations for developing managers' skills to prevent burnout. The study uses a set of methods of scientific knowledge used in the humanities and social sciences, in particular the method of analysis, the method of synthesis, the method of deduction, the survey diagnostic method, the method of experimental research, which includes the development and testing of e-learning course modules and the method of generalization. All participants were surveyed using Google Forms, and students were tested in the Moodle system. Prior to the full-scale invasion of Ukraine, the problem of professional burnout among employees in local organizations was rather common, but it intensified during the quarantine restrictions caused by the COVID-19 pandemic.

METHODS

Research Model/Design (Qualitative, Quantitative, or Mixed Methods)

The study uses a set of methods of scientific knowledge used in the humanities and social sciences, in particular:

− the method of analysis, which allowed to identify the main structural components of the research object and their interrelationships;
− the method of synthesis, which made possible to shape a general picture of the research object and its functioning;
− the method of deduction, which enabled to test hypotheses about the research object;
− the survey diagnostics method, which helped obtain data on the attitude of the research participants to a certain phenomenon;
− the method of experimental research, which included the development and testing of e-learning course content modules, during which data on their effectiveness were collected. These data were obtained using various methods, such as surveys, testing, and tracking student performances;
− the method of generalization, which assisted in shaping general conclusions of the study.

The survey of all participants was conducted using Google Forms, which enabled to automate the data processing. Students were tested in the Moodle system. These tools greatly accelerated the processing of the results and emphasize the feasibility of their application.

Results

This research originates from student microstudies conducted under the guidance of O. Akilina within the framework of the Center for Management Basics at Borys Grinchenko Kyiv Metropolitan University in 2019-2020. These studies were conducted in Kyiv and aimed at identifying the problem of work-life balance among employees of local organizations. This problem was identified in general "...12% of respondents said that work impacts negatively their family relationships, 31.3% clained they lacked time to raise their children, and 24.1% of respondents emphasized that they felt that work creates a gap between them and their families..." (Borys Grinchenko Kyiv Metropolitan University, 2020).

Based on the results of this study, we assumed that the problem of professional burnout should be quite common and has grounds for aggravation within the transition

to a remote work format during the COVID-19 quarantine restrictions. Therefore, at the end of 2020, a study was launched to identify the problem of professional burnout among employees of local organizations, which lasted until the beginning of 2022 (Borys Grinchenko Kyiv Metropolitan University, 2022). Our hypothesis was confirmed by the results of this study. According to them, it was clear that the quarantine caused by the COVID-19 pandemic resulted in emergence of additional stress factors that exacerbated the professional burnout of individual employees. In our opinion, it was the inability of local organizations to restructure their work processes properly during the quarantine and make the necessary changes in organizational culture that provoked the increase in employees' burnout. Some respondents confirmed our findings, indicating that they did not have a proper workflow organization and were not provided with adequate technical and psychological support. As a result, about 60% of employees showed symptoms of professional burnout. The most common symptoms were emotional and physical exhaustion, increased irritability, and decreased performance.

After the start of the full-scale invasion of Ukraine, this research was suspended but was renewed in September 2022, when the city life conditions stabilized to some extent. Under such specific conditions a whole new study was launched. We created a new questionnaire and conducted a new survey that covered both the period of quarantine restrictions and the period of large-scale war outbreak. However, we believe that some results of the previous surveys can be used to compare with the results of the new survey, assuming that most of the employees have already returned from evacuation to the city. This assumption is based on the fact that 40.2% of the newly surveyed respondents have been working at their jobs for more than 6 years, and only 18.8% have been working for less than a year. The rest of the respondents have been working from 1 to 6 years, which is 41.1% of their total number.

A total of 112 people aged 21-60 took part in the survey, of whom 38.8% were aged 21-30, and 28.6% were aged 31-40. Due to the mobilization, we were unable to achieve gender balance, so the number of women surveyed is 77.7%. Nevertheless, we have balanced representation of all categories of personnel (managers, professionals, specialists and workers), except for a slightly smaller share of technical executives. The survey also covered employees of all major sectors of the city economy, but the largest share is occupied by the sectors of finance, insurance, wholesale and retail trade, vehicle repair, information and telecommunication. The survey also covers both state-owned and privately owned enterprises in a balanced manner.

In wartime, 70.5% of our respondents work remotely. From the answers of respondents who had experience of remote work in the pre-war period, it is seen that most of the problems they faced during remote work were related to combining personal/family responsibilities with workload (42%), managing time (33.9%), maintaining proper communication with the team (24.1%), maintaining

productivity (23.2%), as well as managing technology/communication tools (18.8%) and excessive control by the administration (12.5%). This is in line with the results of our previous survey.

During wartime, these factors underwent partial structural changes. For instance, previous experience of remote work has taught a certain part of employees to find a balance between work and family. Only 32.1% of respondents mentioned the problem of its absence (9.9 percentage points less than in the comparative period). But, in our opinion, the main reason for these changes was the reassessment of values that almost every Ukrainian experienced with the beginning of the active phase of the war.

According to the survey, the problem of time management in the war has worsened by only 0.9 percentage points. This may seem insignificant, but in our opinion, the situation could have deteriorated significantly. Nevertheless, the high level of education of Ukrainian workers, which in social studies is called "over-education" and seen as a certain disadvantage, now makes them capable of learning and acquiring new skills quickly. During the war, this has become especially valuable, as workers have to adapt quickly to new realities. However, air raids and blackouts with limited internet access made time management difficult. Employees were forced to interrupt their work constantly to keep themselves and their loved ones safe. In addition, they did not always have access to necessary resources and tools.

According to our study, during the war in Kyiv, the structure of employment in terms of working hours has changed (Fig. 1).

DEVELOPING PEACEMAKING SOFT SKILLS OF MANAGERS AS A METHOD OF PREVENTING PROFESSIONAL BURNOUT AND RESTORING WORK-LIFE BALANCE: A UKRAINIAN CASE STUDY

The World Health Organization (WHO) defines burnout as "a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed" (World Health Organization, 2019). It is also included in the 11th Revision of the International Classification of Diseases (ICD-11) by the WHO. However, burnout is not classified only as a disease or health condition, but also defined as a professional phenomenon characterized by three dimensions:

– "feelings of energy depletion or exhaustion;
– increased mental distance from one's job, or feelings of negativism or cynicism related to one's job;
– reduced professional efficiency" (World Health Organization, 2019).

Burnout leads to a decrease in employees' well-being, loss of working time and productivity, and, as a result, high costs for both employers and society as a whole. Emotional exhaustion is the main component of professional burnout. It is a specific stress-related reaction to the demands made by an organization on its staff, its management and working conditions. In recent years, there has been an increased interest in researching the impact of emotional demands on burnout, especially on emotional exhaustion.

The problems of burnout and emotional exhaustion have been intensified due to the increase in the share of remote work during the COVID-19 pandemic. It was revealed that workers who were socially isolated and lacked support were more likely to be exhausted and suffer from emotional fatigue. In general, it is digitalization that can have a negative impact on the psycho-emotional state of people due to information overload, the spread of false information, the development of digital addiction, social isolation increase, and the growth of cybercrime.

The relevance of the burnout problem for Ukraine within war context is extremely high. The war has caused uncertainty about the future for all Ukrainians, regardless of their place of residence. In its turn, this creates anxiety, fear, apathy and other negative emotions that can lead to burnout. Wartime conditions require considerable emotional cost from people, which resulted in the situation of constant experience stress, anxiety, anger, grief, and other negative emotions. The war has led to significant changes in the operation of many businesses and organizations, that trigger additional stressors such as work overload, changes in working conditions, income instability, etc.

The world has already gained considerable experience in overcoming employee's burnout in military conflict zones. However, this experience does not fully reflect current realities, in particular

– post-COVID society, characterized by increased level of anxiety and depression;
– rapid digitalization, which can lead to additional stress and emotional fatigue;
– the growing risks of global military conflict, including the threat of nuclear conflict, that may result in anxiety, depression and other psycho-emotional disorders.

The Ukrainian experience of getting over burnout in wartime can be useful for the world. It should demonstrate that burnout can be overcome even in extremely difficult circumstances. Also, the Ukrainian experience can provide positive practices for preventing and addressing burnout, which should be directed not only at society as a whole, but also at the local enterprises and organizations.

LITERATURE REVIEW

In scientific circles, Freudenberger (1974) is considered to be the first to mention burnout. This phenomenon was described in more depth and detail by Maslach (1976). She thoroughly described burnout in connection with work in the service sector (Maslach, Jackson, & Leiter, 1997; Maslach, 1982). Maslach, considered burnout as a long-term reaction to chronic emotional and interpersonal stressors at work, which is determined by three dimensions: exhaustion, cynicism and inefficiency (Maslach, Schaufeli, & Leiter, 2001).

In the late 1980s, researchers recognized that burnout could be observed among all categories of employees, as well as among entrepreneurs. In early 2000 Schaufeli, Leiter and Maslach(2009) extended the understanding of burnout to various professions. Lubbadeh (2020) argues that the professional burnout syndrome is not limited to social service professions, but extends to other professions, such as bankers and managers. His research traces the evolution of professional burnout, examines the factors and consequences of professional burnout, as well as intervention strategies to reduce or overcome it.

Demerouti, Bakker, Nachreiner, & Schaufeli(2001) proposed the Job Demands-Resources Model (JD-R) in relation to professional burnout and exhaustion. This model was further improved (Bakker, Demerouti, &Euwema, 2005). Researchers have argued that several job resources play a role in buffering the impact on exhaustion of several job demands. Four job demands (e.g., work overload, emotional demands) and 4 job resources (e.g., autonomy, performance feedback) were used to test the central hypothesis that the interaction between (high) demands and (low) resources creates the highest outcome. However, this hypothesis was rejected.

Balancing the emotional demands of work with employees' well-being is a challenge faced by all professions, but for some time research has been inconclusive about the adverse effect of emotional work demands on exhaustion. To address this gap, Hsieh (2014) revised this link and explored the potential additive and interactive effects of job resources, like job control, social support, and rewards.As a result, it was found that when employees are at risk of burnout, the provision of these job resources can ease the workload and reduce work stress. The idea that a high level of job support and fairness in the workplace protects against emotional exhaustion, while high demands, low job control, high workload, low rewards, and job insecurity increase the risk of developing exhaustion is pursued in the research of Aronsson et al. (2017).This approach, with a wide range of factors influencing work, analyzed in relation to specific dimensions of burnout, has expanded the scientific vision of this phenomenon.

Boyas andWind (2009) considered the linkage between employment-based social capital, job stress, and exhaustion among employees of public child welfare

agencies. The modeling used in the study indicates that social capital in the form of communication, management support, organizational commitment and trust is significantly related to job stress. But emotional exhaustion is significantly related to age, influence, supervisor support, organizational appealing, and job stress.

Among the large-scale studies of burnout, the results of the study "Burnout in the workplace: A review of data and policy responses in the EU" (Eurofound, 2018). This report examines the extent of workers' exhaustion in the EU based on national surveys. It emphasizes that "over the past 10 years, only a small number of countries have been able to report large cross-sectoral representative studies and data focusing specifically on burnout. These countries include Austria, Belgium, the Czech Republic, Finland, Germany, Estonia, Italy, the Netherlands, Portugal, and the United Kingdom. In other countries, research on burnout has either focused on sectoral and occupational (and therefore often small-scale) studies, or the main cross-sectoral data and research has not directly addressed burnout but has looked at closely related topic areas such as work stress, work intensity and work-related exhaustion" (Eurofound, 2018). The study of professional burnout determinants indicates psychosocial risks. Considerable attention is also paid to high job demands, such as long working hours, intensive work, and busy work schedules. In addition, the authors refer to occupation-specific risks, as well as risks associated with ethical conflicts, value conflicts, role conflicts, unfairness at work, and low rewards. This introduces a social component of burnout that now requires rethinking. In this study, we also drew attention to the authors' identification of another determinant of burnout - the role of management and leadership in terms of human relations.

It is advisable to pay attention to the study of Schaufeli (2018). It provides information that the levels of burnout differ systematically between European countries. «Countries with the highest burnout levels are mainly found in eastern (Poland) and southeastern Europe (Albania, Turkey, and the countries that constituted former Yugoslavia; Slovenia, Croatia, Serbia, Montenegro and Macedonia). Countries with the lowest burnout levels are found in western and northern Europe (the Netherlands, Belgium, Denmark, Norway, Sweden, Finland, and Latvia). The relationship of burnout with economic performance is curvilinear; for countries with lower economic performance the relationship with burnout is stronger than for countries with higher performance…in poorer governed countries with a weak democracy, more corruption, gender inequality, and little integrity the workforce is more burned-out than in better governed countries…» (Schaufeli, 2018).

During the COVID-19 pandemic, researchers revealed that employees who were socially isolated and lacked support experienced symptoms of professional burnout and emotional exhaustion. That is, the pandemic period has exacerbated the problem considered in our study. The study by Sirakaya and Yildirimer (2023) demonstrates that burnout and emotional stress are associated with difficulties in efficient performing

professional duties and work commitments, including the particular problem of remote work. Many studies have examined how organizational support systems, adaptation to remote work, and its efficient planning reduce psychological burnout and occupational stress levels, thus improving employees' well-being, including the ones by de Vries, Tummers and Bekkers(2019), Dionisi et al. (2021), Allgood, Jensenand Stritch (2022), Costin, Roman and Balica (2023) and others.

Despite the fact that the problem of remote work was considered in the 1980s, in particular by Kelly (1985), Cross andRaizman (1986), Collins (1986), Hamilton (1987), there were not enough efficient practices for its implementation at the beginning of the pandemic. It should be emphasized that the transition to remote work requires significant adaptations, including the development of new work procedures, the introduction of new management technologies, etc. In their absence, remote workers during the COVID-19 pandemic could experience a loss of control over their work, increased cognitive stress from navigating and implementing the necessary changes, and increased social isolation. Therefore, it is now crucial to expand our awareness of the phenomena that are key for the psychological well-being of employees, including the problem of professional burnout.

The pandemic has highlighted and aggravated another significant factor in the problems of burnout and emotional exhaustion of employees - uncertainty. As noted in «The 2021/2022 Human Development Report: Uncertain times, unsettled lives Shaping our future in a transforming world» «the Covid-19 pandemic and the war in Ukraine are devastating manifestations of today's uncertainty complex. Each exposes limits of – and cracks in – current global governance… The numbers of people reporting negative affect – stress, sadness, anger or worry and experiencing physical pain – have been on the rise for the past decade and have hit a record high …a trend of increased stress is discernible across the world and across socioeconomic groups» (UNDP, 2022). Uncertainty is expected to undermine people's mental well-being. The Report also mentions the problem of post-traumatic stress disorders, which are common in military conflict zones not only among combatants but also among the civilian population.

The Human Development Report 2023 (UNDP, 2023)aims to comprehend better this challenging reality and explore how to strengthen collective actions. It opens a trilogy of reports framed by three levels of the uncertainty complex. However, already in the 2021/2022 Report, priority areas for investment in innovation, including adaptive peacemaking, social innovation, countering disinformation, etc. were identified to address the above challenges. Adaptive peacemaking involves the ability of society to adapt to changes quickly and efficiently. Peace education practices can help to achieve this by developing people's ability to think critically, analyze information and make decisions in the face of uncertainty. We believe that peace education practices are closely related to all of the above areas, so they need to

be actively implemented both globally and locally as an efficient tool for addressing uncertainty to overcome burnout.

Thus, we have enough examples of scientific research on burnout. However, in the current realities of the military conflict in Ukraine, the practices of overcoming burnout at the local level remain insufficiently researched. The local level is more important than the societal level in terms of preventing and overcoming burnout for several reasons. First, at the local level, organizations can better comprehend the needs of their employees and develop measures that will be more effective. Secondly, the local level can be more innovative in its approaches to preventing and addressing burnout. Organizations at the local level have the opportunity to experiment with new ideas and approaches that may be more efficient than traditional approaches. In our opinion, it is necessary to start with the transformation of the organization management on the basis of peace education, which is an important prerequisite for preventing and overcoming employees' burnout. It will help managers develop the skills and values necessary to create a supportive work environment that ensures a healthy work-life balance and support for employees suffering from burnout.

The implementation of these changes should be based on transformational leadership. In her previous studies, O. Akilina (Akilina, Panchenko, &Horozhankina, 2023) examined this process of changes taking an educational institution as an example, but the algorithm applied there can be transferred to a regular organization. A transformational leader has several key tasks to perform: define their own vision of the value and development of peaceful approaches in managing the organization; restructure the organization and rethink the roles of all its employees to make them feel appreciated and involved; focus on shaping social and emotional skills in managers and subordinates; develop partnerships with other organizations and individuals.

Transformational leadership has received considerable attention in modern research. In particular, studies by Wadhawan, Gupta, Kaur andBhardwaj (2022), Hui et al. (2022) have established a significant relationship between transformational leadership and its impact on employees' productivity during the COVID-19 era. The findings of the study by George andVeetil (2023) show that transformational leadership and work-life balance have a positive and significant impact on employees' job satisfaction.

Raza and Qamar (2023) investigated the ways transformational leadership can be used to empower employees, increase their motivation and job satisfaction, and prevent emotional exhaustion.

The readiness of professionals to changes is a prerequisite for their successful implementation in an organization. The study by Stoffers and Mordant-Dols (2015) focuses on the impact of transformational leadership style on the readiness of professionals to changes. It gives us the opportunity to move on to the issue of

today's challenges that require managers to update their skills constantly to implement new intellectual tools and efficient practices in their daily management activities.

The researchers Puga Villarreal and Martínez Cerna (2008) have made a theoretical discussion based on the grounded research about the skills that, given the current realities, leaders and managers anywhere in the world should develop, regardless of the specific environment in which they perform their duties. Researchers relate them to mental abilities and personal skills ("soft skills"), which are becoming increasingly popular in managerial training. Researchers state that developing managerial skills helps organizations perform better.
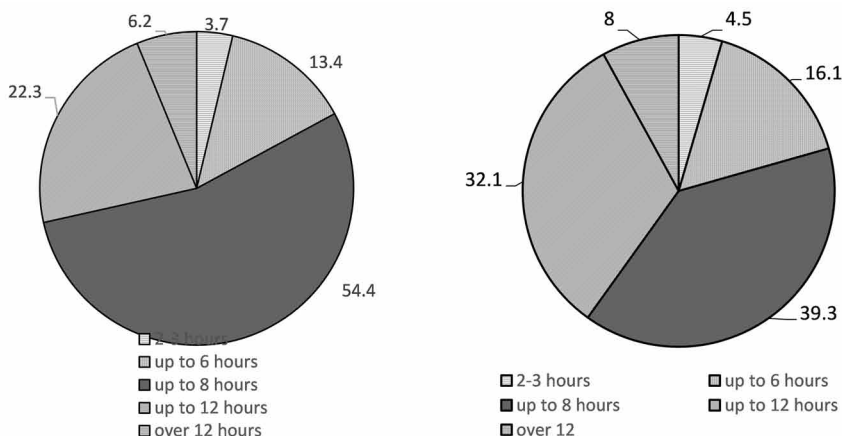
The modern world is evolving rapidly, becoming more dynamic and uncertain. Earlier the success of a manager was determined by the extent to which he or she understood the economic, legal, and technical aspects of the area he or she managed, but nowadays it is also important to have socio-emotional skills, in particular, empathy, emotional intelligence, and resilience. Lemos and Brunstein (2023) contributed to the study of the use of reflection in the work environment, highlighting its use for the development of interpersonal skills. Their study presents procedures for promoting critical reflection using critical incidents, dialogues, and reflective diaries, which can be useful for researchers, managers, consultants, and corporate educators.

Researchers (Barrutia Barreto, Aguilar Ibarra, & Barrutia Barreto, 2024) investigated how managers' communication skills affect the resilience of companies after the pandemic. They found that skills such as leadership, innovation, decision-making, and empathy make companies more resilient. Henderikx and Stoffers (2023) also emphasize the importance of soft skills. They argue (Henderikx, & Stoffers, 2022) that digital transformation requires rethinking of leadership requirements. Digital transformation is disrupting organizations and creating new ways of working. Artificial intelligence can perform routine management tasks, freeing up time for managers to focus on communication skills, coaching, motivation, and empowerment of employees. Communication skills (empathy, humility, honesty, compassion) are becoming increasingly important.

This means that managers who is able to communicate well and understand people's emotions can help their companies survive and thrive even in difficult times. This research is specifically focused on the post-COVID situation and the extremely difficult wartime circumstances in Ukraine, when there is an urgent need to find ways to overcome the problem of professional burnout of employees in organizations by changing traditional management concepts.

During the Russian-Ukrainian war, it has been observed the worsening of team communications (by 6.3 percentage points), maintaining productivity (by 3.6 percentage points), and excessive administrative control (by 0.9 percentage points) in organizations. In open-ended questions, respondents explained these trends by the following factors: an increase in the number of work interruptions due to air raids and

Figure 1. Actual duration of working hours

6.2   3.7
13.4
22.3
54.4

☐ 2-3 hours
☐ up to 6 hours
☐ up to 8 hours
☐ up to 12 hours
☐ over 12 hours

8   4.5
16.1
32.1
39.3

☐ 2-3 hours   ☐ up to 6 hours
☐ up to 8 hours   ☐ up to 12 hours
☐ over 12

Before February, 24, 2022Within wartime

other war-related factors; a decrease in the level of trust between employees due to stress and anxiety caused by the war; and an increase in the workload of employees (longer working hours) in wartime. Increased administrative control may be related to such factors as the need to ensure the security of employees and information, and decrease in employees' motivation, which require to pay more attention to discipline and control by the organization, but is an indirect sign of inefficient and inflexible management of organizations.

The number of people working more than 12 hours increased by 2.6 percentage points, and the number of people working up to 12 hours increased by 9.8 percentage points. At the same time, the number of people working 8 hours a day decreased by 16.1 percentage points. Also, in a separate question, 40.2% of respondents reported an increase in their work responsibilities during wartime. These changes can be explained by the following factors: an increase in the standard working hours for certain professions and employees, in particular, repair and maintenance workers; an increase in the number of jobs requiring long hours, for example, in the healthcare sector; a decrease in labor productivity due to stress and anxiety caused by the war; and violations of labor legislation by some unscrupulous employers.

Meanwhile, the number of part-time workers increased by only 3.6 percentage points. This may be due to the fact that such workers are often students or service workers who cannot work full time due to the lack of demand for their services. Indirectly, this also demonstrates that the Kyiv labor market is still able to maintain its potential and does not have a high level of hidden unemployment.

Thus, we can state that the number of employees working overtime in Kyiv has increased, while the number of those satisfied and dissatisfied with the ratio of wages and working hours is almost evenly distributed (50.9% vs 49.1%). This indicates that there are employees in the city who are willing to work overtime regardless of material motivation. Here again, a reassessment of values is observed: many people have begun to appreciate such things as freedom, independence, and unity more. For them, work for the sake of defeat the Russian aggressor has become more important than material motivation.

The factors of professional burnout syndrome can be divided into two types: organizational and personal. It was organizational factors that we investigated as the root cause. They mainly depend on the organization's workflow and attitude towards employees. As noted above, the inability of organizations to restructure properly their work processes and make the necessary changes in organizational culture in line with changes in the environment of these organizations provokes an increase in the professional burnout level of their employees. That is why our new survey included relevant questions:

1.   "Has your company provided employees who worked remotely before or after February 24, 2022 with proper organization of the workflow, its technical support, tasking, time tracking and other procedural issues?" (see Figure 2)

It should be added here that only 58.9% of respondents indicated that their organizations adopted a Regulation on remote work.

2.   "Did your company provide its employees with the necessary moral and psychological support, material support (including recovery cost compensation of destroyed housing), assistance in relocating employees and their families, and other types of socially responsible measures related to supporting employees in wartime?" (see Figure 3)

In open-ended questions, employees indicated their expectations for support, including:

− clear task setting;
− training in remote work tools;
− technical support when changing the work format;
− physical security;
− organization of employees and their families relocation;
− payment for mobile Internet;
− assistance in medical treatment;

Figure 2. Organizational support of employees

yes   no   our employees do not work remotely
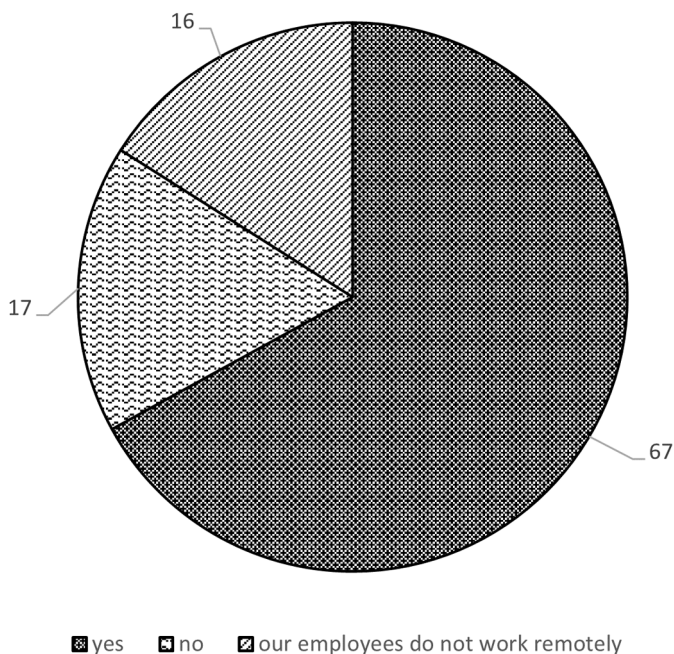
– providing an algorithm of actions in critical situations;
– maintaining the level of salary;
– providing moral and psychological support.

Moreover, the needs for material and moral and psychological support are mentioned by respondents most frequently. Thus, due to the unfavorable organizational factors identified, a significant number of employees have experienced symptoms of professional burnout (see Table 1).

Only 23% of respondents said they did not notice any symptoms. It should also be noted that after the full-scale invasion, there was an increase in the percentage of respondents who experienced all the symptoms. The most significant increases were in the symptoms of emotional and physical exhaustion (by 19.5 percentage points), the emergence and prevalence of negative, pessimistic thoughts (by 16 percentage points), and decline in working capacity (by 9.9 percentage points). The percentage of people who had complicated relationships with their nearest and dearest has not changed, and these are the same people who had these problems before the full-scale invasion. In general, the vast majority of respondents (58.9%) felt worse at work

Figure 3. Availability of socially responsible measures related to support of employees
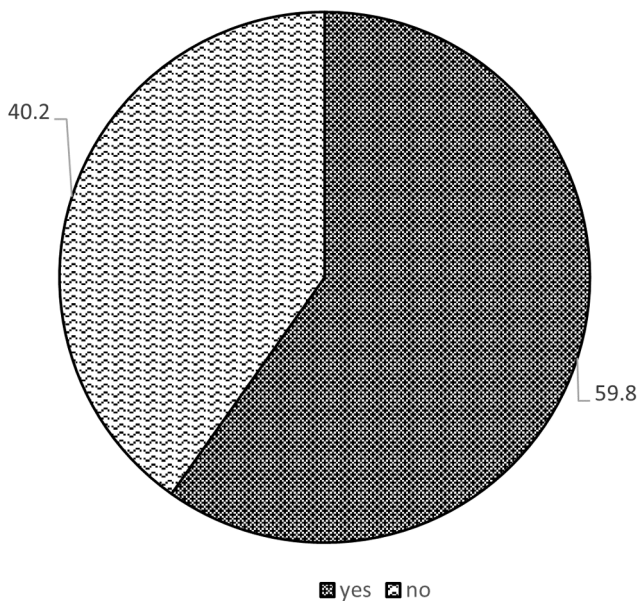

40.2

59.8

◪ yes ◪ no

Table 1. Burnout of employees in organizations, Kyiv

Symptoms of Burnout:	A Number of Employees Who Experienced Burnout, %		Deviation in Percentage Points
	Before February 24, 2022	During Full-Scale Military Activities	
Emotional and physical exhaustion	37,5	57	+19,5
Decline in working capacity	25	34,8	+9,9
Existence and prevalence of negative and pessimistic thoughts	17	33	+16
Increased irritability	22,3	28,6	+6,3
Lack of working motivation	21,4	24,1	+2,7
Loss of sense of work	10,7	15,2	+5.5
Complications in relations with families, friends and mates	14,3	14,3	0
Increase in a number of mistakes	7,1	9,8	+2,7

during the war. This is a serious problem that can have negative consequences for labor productivity, employees' health and well-being.

This survey ended with an open-ended question: "What would you like to change about your work in wartime?". The vast majority had one answer, although it was not directly related to the question: "a desire to defeat the enemy and establish a victorious peace". This answer demonstrates that employees in wartime value the victory over the enemy most of all. Despite their own emotional state, Ukrainians are eager to work overtime, sacrifice their personal time and resources for the sake of the common cause.

The rest of answers can be divided into two groups. The first group includes answers related to the expected support from the organization, similar to the above mentioned. Employees want the organization to provide them with safe working conditions; provide them with the necessary material and moral support; and help them adapt to new working conditions. The second group includes answers related to the desire to reduce bureaucracy, the amount of reporting, and excessive administrative control. These responses indicate that employees within wartime want to have less control over their own work (a factor highlighted in most global studies, but unfortunately ignored by Ukrainian management), more freedom and autonomy in their work.

Thus, the results of the study showed that managers of Kyiv organizations lack such skills to address the problem of emotional burnout of their subordinates as:

1. Ability to organize an effective workflow. Managers must be able to create a work environment that promotes employees' productivity and well-being. This includes clearly defining tasks, providing the necessary support and resources, and creating a work-life balance.
2. Ability to identify and respond to burnout risk factors. Managers should be able to recognize factors that can lead to burnout, such as excessive stress, work-life imbalance, and lack of support from the organization. They should be prepared to take actions to address these issues.
3. Ability to provide support and motivation to employees. Managers must be able to create a positive work environment in which employees feel valued and supported. They must be willing to provide moral and material support, as well as help employees develop their skills and careers.

DISCUSSION

International Labor Organization developed a number of materials and recommendations to help organizations ensure the efficient remote work of their

staff at the beginning of the COVID-19 pandemic, the. The most useful ones for this research have been identified the following: An employers' guide on managing your workplace during COVID-19 (Tang, 2020) and An Employers' Guide on working from home in response to the outbreak of COVID-19 (ILO, 2020) However, in certain areas of economic activity in Ukraine, in particular in public sector, managers demonstrate little awareness of these issues. This situation is quite typical for countries with poor level of governance, corruption, and low integrity of public and municipal sector officials, which is in line with the findings of the Eurofound (2018) study previously discussed.

After the end of the pandemic-related quarantine, Ukrainian organizations had the opportunity to create a new operating model that would meet the needs of employees in the conditions of uncertainty. However, the full-scale invasion of Russia, accompanied by the bombing of civilian targets and the destruction of utility and energy infrastructure, led to blackouts, and destroyed the traditional employment for many workers in Kyiv. The losses caused by military situation added to the set of the problems caused by the digitalization of workplaces during the pandemic.

The issues of work-life balance and professional burnout in scientific sources are studied mainly from the psychological viewpoint or time management. Accordingly, the recommendations given in them are of the same kind. However, we believe that the core of these problems in the organizations surveyed lies in the unwillingness of employers to make the necessary changes in the organization of work and corporate culture, as well as in numerous violations of labor legislation in the social and labor sphere these days. According to the recommendations of the International Labor Organization (ILO), employers should monitor recommendations provided by national and local authorities, including those related to organization of work; draw up business continuity plans to support employees and their families; introduce flexible work schedules; practice flexible meetings and remote service delivery; change organizational culture, etc.

On supporting fully the idea of the ILO, the following aspects should be taken into account when measuring the productivity of remote workers' labor:

− setting clear goals and deadlines for their achievement and bringing them to employees' attention;
− analysis of tasks and control over the timeline of their implementation;
− replacing the indicator of "time costs" with the indicator of "quantity and quality of tasks completed";
− monitoring the results achievement.

This survey has also confirmed the thesis about numerous violations of labor legislation. Undoubtedly, the above-mentioned violations lead to stress, deterioration

of employees' health and generally jeopardize their social security. Most importantly, they cannot have a long-term effect in an organization concerning labor productivity growth. Employees who are provided with 'work-life balance' conditions are more efficient and motivated for the organization, and that is why they should be taken care of. There's no need to talk about human-centeredness here, but just about reasonable selfishness which means one cares and ensures emotional health for organizational efficiency.

We agree with the opinion of the Director of Deloitte Human Capital Advisory Services in Ukraine (Deloitte, 2020),that the current challenges provide "a unique opportunity for companies that can overcome their traditional attitude to people and technology as separate components and combine their capabilities to create synergy...". Managers need to understand "what can happen if they do not offer a workable model of human-technology interaction and do not transform their companies into really social enterprises."

On developing the ideas of The Human Development Report 2023 (UNDP, 2023), the issue of adaptive peacebuilding is of actual importnace. We believe that peace education practices are closely related to all of the above issues, so they need to be actively implemented as an efficient tool to address uncertainty and overcome employees' burnout. According to the authors of the study, the introduction of peace education in organizations should be preceded by certain organizational transformations. In particular, O. Akilina was involved in the development of an indicative algorithm for their implementation (Akilina, Panchenko, &Horozhankina, 2023). We believe that these transformations should start from changes in the organization management system, including the most important ones like the introduction of restorative communication techniques into the organizational communication system; the use of management styles that are relevant to the values of peace education; transformational leadership, which is defined as the ability of a leader to impact the development of peacebuilding skills of his or her subordinates.

Peace education enables managers to develop the skills necessary for efficient management in modern wartime conditions, the lack of which was identified in this study. In order to train qualified managers who are eager to overcome the current challenges of the growing level of staff's burnout in organizations, the authors of this study, within the framework of the EU project (Erasmus+ "Peace education for consolidated and human-centered Europe" (PeaECH)), created content modules that are part of the course "Peace Education in Management and Business", which is taught at the second master's level for managers (including educational managers) and civil servants.

The information basis for the preparation of these training modules was obtained by the authors of the study during an internship at the Higher School of Information Systems Management (ISMA, Riga, Latvia) as part of the PeaECH project, and at

Tallinn University of Technology (TalTech, Estonia) as part of another project. We took into account scientific research relevant to peace education in the Western Balkans. As a result of the study, we have identified the following elements of peace education practices that are appropriate for implementation in Ukraine:

– emphasis on socio-emotional and transformational skills;
– equipping student managers with techniques for recognizing, preventing and resolving destructive violent conflicts;
– special attention to the metacognitive capabilities of students;
– introduction of efficient interactive forms of learning;
– various forms of informal and formal training programs, including mediation;
– development of peacemaking skills training at different educational levels.

Content modules created by the authors of the study: "Development of Managerial Emotional Intelligence" and "Basic Mediation Skills" also take into account the gaps in domestic management identified during the survey of local organizations' employees.

In particular, the content module "Development of Manager's Emotional Intelligence" examines emotional leadership in business; components of emotional intelligence, assessment of emotional intelligence and assessment of managerial potential. Particular attention is paid to the emotional health of the manager and the emotional hygiene of the team. Besides, techniques for developing the manager's emotional intelligence are presented. A special role is given to the issues of emotional burnout and techniques for overcoming stressful situations.

The content module on mediation examines its essence and functions, the stages of the mediation procedure, and the types of mediation depending on the characteristics and stages of conflict development. Special attention is paid to dealing with the interests of the parties to the conflict, finding the root of the conflict and communication tools in addressing the interests.

When creating this training content, we relied on the idea that a manager with a high level of EI should be more sensitive to the needs of their employees and create a work environment promoting their well-being. A manager who can efficiently use mediation assists their employees in resolving conflicts peacefully, which reduces stress and anxiety. Overall, these modules should help managers develop the skills and knowledge necessary to create a safer, healthier and more productive work environment. This, in turn, enables to reduce employees' burnout level in their organizations. These content modules were tested in the educational process of Borys Grinchenko Kyiv Metropolitan University in the first semester of the 2023-2024 academic year and received a positive assessment from students, most of whom have already been working in management positions in their organizations. The

students of the modules note that the development of emotional skills is extremely important because it helps to avoid prejudice against colleagues; promotes greater resilience to external and internal challenges; improves communication efficiency and creates trusting relationships in the team. More than half of the students (68%) believe that an organization has high level of employees' engagement if its managers are able to demonstrate empathy.

Specific organizational solutions are beyond the scope of this study, but if an organization has trained managers, the conceptual approach to overcoming employee's burnout should start at the strategic level, which includes:

1. Investing in programs to overcome burnout:
    – discussing with top management the opportunity and necessity of investing resources in mental health support programs;
    – define the expected results of such programs, e.g., increased productivity, reduced staff turnover, improved morale;
    – linking programs to the organization's values and strategic directions.
2. Readiness for systematic work:
    – clear comprehension of the organization's values by all employees;
    – motivation and readiness of HR services to implement programs to prevent burnout, create self-help groups, programs to reduce stress and increase psychological recovery;
    – high level of trust between management and staff;
    – availability of trained managers who are ready to implement changes.

It is the process of discussion and answers to these questions that will help to determine whether the organization is ready to address the problem of burnout and identify specific tactical actions systematically, including: training for HR managers (first aid; development of active listening skills, cognitive empathy, and quality presence) and educational activities (informing employees about chronic stress, coping strategies, ways to overcome stress, breathing programs, body and art therape practices, etc.)

However, the war significantly complicates these organizational decisions for many of the organizations we studied. Limited resources make it problematic to introduce flexible work schedules, shorten working hours, or fund assistance programs. At present, since the beginning of the war, during martial law Ukraine has allowed for an increase in normal working hours to 60 hours per week for employees of certain professions. The second year of active hostilities has depleted the personnel reserve, making it difficult to allocate people for additional tasks.

Unfortunately, some managers formed by the Soviet management system do not realize the seriousness of the burnout problem or do not believe in the efficiency of

programs to overcome it. In wartime, the focus of management can also be shifted to other problems, which also leads to underestimation of burnout.

CONCLUSION

Prior to the full-scale invasion of Ukraine, the problem of professional burnout among employees of local organizations was quite common, having become even more acute during the quarantine restrictions caused by the COVID-19 pandemic. The authors of the study revealed that over the wartime period, there have been changes in employees' working hours, as well as in their needs and expectations from the organization. Unfavorable organizational factors have led to an increase in the number of employees experiencing symptoms of professional burnout. The greatest increase is observed in the manifestation of emotional and physical exhaustion symptoms (by 19.5 percentage points), the emergence and prevalence of negative, pessimistic thoughts (by 16 percentage points), and decreased working capacity (by 9.9 percentage points).

Managers of enterprises and organizations in Kyiv lack the skills necessary to address the problem of their subordinates' emotional burnout. Based on the respondents' answers as for the most common problems they encountered while working remotely, one may conclude that managers did not demonstrate the following skills:

1. *Stress management*. Wartime is a period of increased stress for everyone, including employees. That is why managers need to be able to recognize the signs of employees stress and take preventive measures to avoid emotional burnout.
2. *Emotional intelligence*. Managers with a high EQ level are always more flexible, versatile, purposeful and efficient, so it is advisable to develop their emotional skills, including the ability to comprehend and interpret their own and other people's emotions, handle them and create favorable atmosphere in the team.
3. *Team building* enables to increase the quality and labor productivity, promotes job satisfaction, improves decision-making and communication within the organization, and maximizes the mental abilities, creativity, and responsibility of each employee. In this regard, managers need to be able to demonstrate creativity aimed at combining efforts to achieve the goals of the enterprise as a whole, uniting employees within a unit (department) in order to increase the efficiency of managing subordinates, improving the efficiency of the unit, as well as middle managers in order to accelerate awareness and improve the psychological climate.

4. ***Communicative skills*** relate to the ability to establish and maintain the necessary contacts with colleagues and partners to build a constructive dialogue and interaction. In this context, managers need to develop the ability to change the extent and range of communication, understand and be understood by communication partners, etc.

5. ***Flexibility*** is manifested in the ability to adapt one's own strategy to challenges occurred, i.e. to make managerial decisions in order to achieve the organization goals. It is important for managers to master their flexibility under new conditions, introduce new forms and methods of work, minimizing bureaucracy.

In the course of the study, it is revealed that even if there are unfavorable organizational factors, employees in war conditions are eager to work overtime, sacrifice their personal time and resources for the sake of the common cause, as most of them have reassessed their values. However, without competent managerial support, their burnout level will increase.

Based on the answers to the questions concerning the provision of employees with proper organization of the labor process, necessary moral, psychological and material support, assistance in relocating them and their families, and other types of socially responsible measures, as well as from their responses to the open questions about employees' expectations as for such support, the list of skills that managers lack can be deepened, in particular:

1. Organizational skills and change management. Managers were unable to organize their work efficiently in the context of war. In our opinion, it was advisable to introduce changes in the organization of the work process, provide employees with the necessary machinery and equipment, develop new procedures and rules, and develop effective procedures and mechanisms to support employees. However, as our survey results demonstrate, the Regulation on Remote Work in Organizations was adopted only in every second organization where the respondents work. This indicates a low readiness of managers for changes and their efficient implementation.

2. Social responsibility. During the war, employees are in need of both material and moral support. Managers found it difficult to arrange the required psychological assistance and find the necessary resources to help employees in case of housing loss or relocation. According to the survey, two-thirds of employees received the necessary psychological support from their companies. This is partly due to the fact that not all managers understood the importance of social responsibility and were able to provide it. However, it is also worth noting that since the beginning of the war, most companies and organizations have faced a lack of financial resources for relevant activities.

3. Leadership skills. It was hard for managers to maintain the morale and motivation of their teams. They did not share their vision of the future (or perhaps were unable to shape it), did not provide support and did not help employees adapt to the new conditions. Excessive control by the administration has also become a problem, but it is more likely due to the incompetence of top managers but not middle managers.
4. Mediation skills. Complicated life circumstances related to the war have increased the frequency of conflicts in teams and manifested a weak willingness of managers to resolve conflict situations. That is why we have come to the conclusion that the development of business mediation skills is of extreme importance. Managers need efficient communication with employees under conditions of uncertainty and stress, and obtain restorative communication skills. Managers should be open and transparent, sensitive enough to the requirements and interests of their subordinates, and provide employees with the opportunity to express their thoughts and feelings.

Based on the results of our research, we have concluded that peace education is an efficient tool for addressing the problems of uncertainty and employees' burnout in wartime. This is because peace education involves the development of such skills as emotional intelligence, emotional leadership, and mediation in managers. These skills can help managers become more resilient to emerging challenges and create safer, healthier and more productive work environment, which in turn can reduce the risk of employees' burnout.

Specific results of the testing of the authors' peace education modules at Borys Grinchenko Kyiv Metropolitan University demonstrate that these modules are fairly efficient in training qualified managers capable of overcoming the current challenges of growing staff's burnout in organizations.

The results of the experience can be useful not only in Ukraine but also abroad. They indicate the ways of overcoming the problem of professional burnout of employees in organizations, based on peace education in a post-covid society, in the context of rapid digitalization and under extremely difficult circumstances of the military situation.

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