

системного підходу та активного залучення працівників до процесу змін компанії зможуть досягти високих результатів у підвищенні мотивації та продуктивності своїх проєктних команд, що є ключовим фактором для забезпечення їхньої конкурентоспроможності та успішного розвитку в умовах швидкозмінного ринку.

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SOCIO-PSYCHOLOGICAL CLIMATE OF THE TEAM AS A TOOL FOR IMPROVING EFFICIENCY

The formation of a positive socio-psychological climate in wartime conditions is an extremely important task to ensure team cohesion, support morale, and the psychological resilience of employees. Under such conditions, in addition to standard methods of managing the socio-psychological climate, it is necessary to consider additional challenges associated with danger, anxiety, and emotional exhaustion.

Today, the primary principles and methods for many enterprises that foster a positive socio-psychological climate during wartime should include: psychological support and care for emotional well-being, ensuring stability and clarity in uncertain conditions, maintaining team spirit and cohesion, supporting motivation and professional development, organizing family support and employee safety, enhancing leadership and support from management, and fostering a sense of belonging and the importance of contribution (see Fig. 1) [1].

Psychological support and care for emotional well-being	<ul style="list-style-type: none">• Providing opportunities for individual or group support from professional psychologists (consultations, crisis interventions, resilience training, and self-help methods).• Emotional support from leaders by showing empathy, understanding, and care for the emotional needs of employees.
Ensuring stability and clarity in conditions of uncertainty	<ul style="list-style-type: none">• Regularly informing employees about the organizational situation, providing clear and objective data that reduces uncertainty and helps employees feel in control of the circumstances.• In wartime, structured and understandable work processes are especially important and help employees better manage stress.
Supporting team spirit and cohesion	<ul style="list-style-type: none">• Encouraging teamwork and mutual support, creating a safe environment for sharing thoughts and emotions.• Holding regular meetings and events to maintain communication, both formal (work meetings) and informal gatherings (online coffee breaks, discussions).
Supporting motivation and professional development	<ul style="list-style-type: none">• Recognizing employees' contributions and providing opportunities for development and learning.• Adapting work schedules and requirements to the realities of wartime, allowing employees flexibility in fulfilling duties, considering the circumstances.
Organizing family support and employee safety	<ul style="list-style-type: none">• Providing assistance to employees' families (both moral and material support), which reduces anxiety about loved ones and increases the sense of security.• Ensuring physical safety (awareness of shelters, instructions on behavior during air raids or evacuations, first aid training).
Leadership development and increased support from management	<ul style="list-style-type: none">• Leaders should demonstrate emotional stability and positive thinking, setting an example for other employees.• Creating conditions for two-way communication, where employees can express their fears and needs, and management responds, considering these needs in decision-making.
Fostering a sense of belonging and the importance of contribution	<ul style="list-style-type: none">• During wartime, it is important to emphasize that each employee's work contributes to the resilience of the organization and society as a whole.• Emphasizing the social mission, helping the country, and supporting volunteer initiatives can significantly boost employees' morale.

Figure 1 - Methods for forming a positive socio-psychological climate

The formation of a positive socio-psychological climate in wartime requires leaders to refocus on current needs and challenges: heightened attention to the emotional state of the team, ensuring stability, maintaining team spirit, and flexibility in managing work processes.

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