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ORGANIZATION OF A MANAGER'S WORK UNDER CONDITIONS OF STRESS AND CRISIS SITUATIONS

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Morozova N. L., Denchyk I. S., Bushlia A. A. Organization of a Manager's Work under Conditions of Stress and Crisis Situations

The relevance of the problem lies in the opinion that under conditions of contemporary socioeconomic transformations, wartime challenges, and a high level of uncertainty, the issue of the effective organization of a manager's work is becoming particularly significant, since the resilience and competitiveness of organizations largely depend on the quality of managerial decisions, the ability to adapt, and the rational use of resources. The intensification of information overload, the digitalization of managerial processes, and the growing psycho-emotional pressure on managers necessitate the search for new approaches to work organization that combine economic, organizational, and psychological aspects of management. The aim of the article is to examine the theoretical and practical aspects of organizing a manager's work under conditions of stress and crisis situations, as well as to substantiate the role of strategic planning, time management, self-management, and digital tools in improving managerial efficiency and ensuring organizational adaptability. The study employed methods

of theoretical generalization, systemic and comparative analysis, statistical analysis, economic-analytical approaches, as well as modeling methods (including scenario modeling and risk assessment), which made it possible to comprehensively evaluate the impact of crisis factors on managerial activity and identify effective tools for its optimization. The informational basis of the study consists of scientific publications, analytical materials, statistical data, and the results of contemporary research in the fields of management, economics, and organizational behavior. The study examines the process of organizing a manager's work under conditions of stress and crisis situations, the impact of professional stress, technostress, and emotional burnout on management efficiency, as well as the role of strategic planning, time management, delegation of authority, and digital technologies in ensuring the effectiveness of managerial activity. The research results indicate that the efficiency of managerial work largely depends on managers' ability to adapt to change, rationally organize working time, use modern digital tools, and implement crisis-management approaches. It has been found that the combination of strategic planning, time-management tools, delegation, and psychological support for employees contributes to increasing labor productivity and reducing the negative impact of stress factors. It has been proved that a comprehensive approach to organizing a manager's work, integrating economic, organizational, and psychological tools, ensures increased organizational adaptability and resilience under conditions of crisis transformations. The scientific novelty of the study lies in the systematization of contemporary approaches to organizing managerial work under stress conditions and the substantiation of the necessity for their comprehensive application considering digitalization and crisis challenges. Practical recommendations concerning improvement of the organization of managerial work are proposed, including the implementation of time-management and self-management tools, the development of digital competencies, the application of crisis-management methods, workload optimization, and the introduction of psychological support programs for employees. The implementation of the proposed measures will contribute to improving managerial efficiency, reducing the level of professional stress, and ensuring the stable development of organizations under complex operating conditions.

Keywords: organization of a manager's work; professional stress; crisis management; time management; self-management; technostress; crisis-management tools; efficiency; adaptability.

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Морозова Н. Л., Денчик І. С., Бушлія А. А. Організація праці менеджера в умовах стресу та кризових ситуацій

Актуальність проблеми полягає в тому, що в умовах сучасних соціально-економічних трансформацій, воєнних викликів та високого рівня невизначеності питання ефективної організації праці менеджера набуває особливої значущості, оскільки саме від якості управлінських рішень, здатності до адаптації та раціонального використання ресурсів залежать стійкість і конкурентоспроможність організацій. Посилення інформаційного навантаження, цифровізація управлінських процесів і зростання психоемоційного тиску на керівників зумовлюють необхідність пошуку нових підходів до організації праці, які поєднують економічні, організаційні та психологічні аспекти управління. Мета статті полягає в дослідженні теоретичних і практичних аспектів організації праці менеджера в умовах стресу та кризових ситуацій, а також обґрунтуванні ролі стратегічного планування, тайм-менеджменту, самоменеджменту та цифрових інструментів у підвищенні ефективності управлінської діяльності та забезпеченні адаптивності організацій. Використано методи теоретичного узагальнення, системного та порівняльного аналізу, статистичного аналізу, економіко-аналітичні підходи, а також методи моделювання (зокрема, сценарне моделювання та оцінювання ризиків), що дозволило комплексно оцінити вплив кризових чинників на управлінську діяльність і визначити ефективні інструменти її оптимізації. Інформаційну базу дослідження становлять наукові публікації, аналітичні матеріали, статистичні дані та результати сучасних досліджень у сфері менеджменту, економіки та організаційної поведінки. Досліджено процес організації праці менеджера в умовах стресу та кризових ситуацій, вплив професійного стресу, техностресу та емоційного вигорання на ефективність управління, а також роль стратегічного планування, тайм-менеджменту, делегування повноважень і цифрових технологій у забезпеченні результативності управлінської діяльності. За результатами дослідження встановлено, що ефективність управлінської праці значною мірою залежить від здатності менеджера адаптуватися до змін, раціонально організовувати робочий час, використовувати сучасні цифрові інструменти та впроваджувати антикризові підходи управління. Встановлено, що поєднання стратегічного планування, інструментів тайм-менеджменту, делегування та психологічної підтримки персоналу дозволяє підвищити продуктивність праці та знизити негативний вплив стресових факторів. Доведено, що комплексний підхід до організації праці менеджера, який інтегрує економічні, організаційні та психологічні інструменти, забезпечує підвищення адаптивності організацій і стійкості їх функціонування в умовах кризових трансформацій. Наукова новизна статті полягає в систематизації сучасних підходів до організації управлінської праці в умовах стресу та обґрунтуванні необхідності їх комплексного застосування з урахуванням цифровізації та кризових викликів. Запропоновано практичні рекомендації щодо вдосконалення організації праці менеджера, зокрема впровадження інструментів тайм-менеджменту та самоменеджменту, розвитку цифрових компетентностей, застосування методів антикризового управління, оптимізації робочого навантаження, а також реалізації програм психологічної підтримки персоналу. Реалізація запропонованих заходів сприятиме підвищенню ефективності управлінської діяльності, зниженню рівня професійного стресу та забезпеченню стабільного розвитку організацій у складних умовах функціонування.

Ключові слова: організація праці менеджера; професійний стрес; кризове управління; тайм-менеджмент; самоменеджмент; технострес; антикризові інструменти; ефективність; адаптивність.

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In the contemporary context of socioeconomic instability, wartime challenges, and ongoing crisis transformations, the issue of efficient organization of a manager's work is becoming increasingly relevant and extends beyond the traditional approach to managerial activity. Managerial work is transforming under the influence of a high level of uncertainty, information overload, process digitalization, and the growing psycho-emotional burden placed on managers. Under such conditions, the organization of a manager's work emerges not only as a functional aspect of management but also as a strategic factor in ensuring the resilience, adaptability, and efficiency of organizational performance.

For enterprises operating in an environment characterized by constant change, limited resources, and increased risks, the efficient organization of managerial activity becomes a key prerequisite for making timely and well-grounded decisions, maintaining team stability, and achieving strategic objectives. This is particularly important in crisis situations, when managers are required to operate under conditions of heightened responsibility, respond rapidly to external threats, and ensure the continuity of business processes.

The relevance of the study is determined by the following key factors:

- ✦ the growing level of professional stress and the risks of emotional burnout among managers caused by intensive information overload and uncertainty in the external environment;
- ✦ the active digitalization of managerial processes, which leads to the emergence of new forms of stress (technostress) and requires the adaptation of work organization methods;
- ✦ the necessity of implementing modern tools of time management, self-management, and delegation of authority in order to improve the efficiency of managerial activity;
- ✦ the need to develop a comprehensive approach to the organization of managerial work that combines strategic planning, crisis management, and psychological support for employees;

- ✦ the insufficient development of practical recommendations aimed at improving the efficiency of managerial work under crisis and stressful conditions.

Thus, the study of the organization of a manager's work under conditions of stress and crisis phenomena represents an important area of contemporary management science aimed at improving management efficiency, ensuring organizational resilience, and facilitating adaptation to dynamic changes in the external environment.

Problem Statement. Contemporary conditions of enterprise functioning are characterized by a high level of instability, the dynamic nature of the external environment, wartime challenges, and the active digitalization of managerial processes. Under such circumstances, the complexity of organizing a manager's work increases significantly, extending beyond traditional approaches and transforming into a multifaceted process that combines strategic planning, operational management, digital tools, and psychological aspects of professional activity. In the modern economy, the efficiency of managerial decision-making, the speed of response to changes, and the ability of managers to operate under conditions of uncertainty become key factors in ensuring organizational resilience.

At the same time, the organization of managerial work faces a number of significant challenges, among which the growing level of professional stress, information overload, and the risks of emotional burnout occupy a central place. The intensive use of digital technologies, the constant necessity to process large volumes of information, and the increased responsibility for organizational outcomes create new challenges, including the phenomenon of technostress, which negatively affects managerial productivity and the quality of decision-making. This results in reduced managerial efficiency, deterioration of communication within teams, and complications in achieving the strategic objectives of enterprises.

For Ukraine, these issues have become particularly relevant under martial law conditions, which are accompanied by economic instability, labor shortages, migration processes, and the necessity for rapid adaptation to changes in the external environment. Disruptions in business processes, limited resources, increasing financial risks, and labor market transformations complicate managerial activities and increase the requirements for managers' professional competence. Under such conditions, managers are forced to operate under constant stress while ensuring business continuity and maintaining team stability.

Despite the active implementation of modern management tools, including time management, self-management, digital platforms, and crisis management approaches, their application often remains fragmented and fails to provide a comprehensive approach to organizing managerial work. The absence of a systemic integration of strategic, organizational, and psychological tools limits the opportunities for improving managerial efficiency, reduces organizational adaptability, and restrains organizational development under crisis conditions.

The scientific problem lies in the necessity to substantiate and develop a comprehensive approach to the organization of a manager's work under conditions of stress and crisis situations, which would ensure the efficient integration of strategic management, digital technologies, time-management tools, and psychological support measures. Solving this problem is important for improving managerial efficiency, strengthening organizational resilience, and ensuring adaptation to contemporary challenges and transformations of the economic environment.

Aim and Research Methods. The aim of the article is to examine the theoretical and practical aspects of organizing a manager's work under conditions of stress and crisis situations, as well as to substantiate the role of strategic planning, time management, self-management, and digital management tools in improving managerial efficiency and ensuring the adaptability and resilience of organizations within an unstable socioeconomic environment.

The study employed a set of general scientific and specialized methods that ensured a systematic analysis of the problem of organizing a manager's work under conditions of stress and crisis situations. In particular, methods of theoretical generalization and scientific abstraction were applied to develop the conceptual and categorical framework of the study and to clarify the essence of managerial work organization, professional stress, technostress, and crisis management. The systemic approach made it possible to consider the organization of a manager's work as an integrated

multilevel system combining managerial, economic, psychological, and digital components.

Methods of analysis and synthesis were used to examine the influence of individual factors (stress, digitalization, crisis phenomena) on the effectiveness of managerial activity and to formulate generalized conclusions. Comparative analysis was applied to compare different approaches to organizing managerial work and to evaluate the efficiency of modern management tools, including time management, self-management, and delegation. Statistical methods and methods of economic analysis were used to assess the impact of crisis phenomena and risks on enterprise activities, as well as to generalize analytical and scientific data.

A special place in the study is occupied by modeling and forecasting methods, particularly scenario analysis and elements of simulation modeling (the Monte Carlo method and sensitivity analysis), which made it possible to assess possible scenarios of crisis development and their impact on managerial decision-making. The use of these approaches is justified by the necessity to account for the uncertainty of the external environment and to improve the validity of managerial decisions.

The informational basis of the study was formed using contemporary scientific publications, monographs, materials from international and domestic studies in the fields of management, economics, organizational behavior, and occupational psychology, as well as analytical reports and statistical data concerning enterprise functioning under crisis conditions. The informational basis also includes the results of empirical studies reflecting the impact of stress factors, digitalization, and labor market transformations on managerial activity.

Since the study is predominantly theoretical and analytical in nature, the data sample was formed through the selection of relevant scientific sources according to the criteria of relevance (primarily publications from 2019–2025), scientific reliability, and compliance with the research topic. The analysis employed generalized statistical indicators and the results of previous studies, which made it possible to create a representative informational basis without limitation to a specific industry or enterprise.

Publicly available software tools were used for data processing and the presentation of research results: spreadsheet software (Microsoft Excel) for data generalization and structuring; text editors (Microsoft Word) for formatting the results; and analytical and informational online platforms for searching and systematizing scientific sources. The use of the mentioned software tools is sufficient considering the theoretical and analytical nature of the study and the absence of

the need for complex experimental or mathematical calculations.

Analysis of Recent Research and Publications.

The issue of organizing a manager's work under conditions of stress, crisis situations, and digital transformation has been actively studied by contemporary scholars in the fields of management, economics, organizational behavior, and occupational psychology. Considerable attention is devoted to the problems of strategic management, time management, professional stress, technostress, crisis management, and the adaptation of organizations to an unstable external environment.

Theoretical and practical aspects of strategic planning as a foundation for efficient enterprise management are highlighted in the works of Masaev S. et al. [1], Yang Lan, Kobieliava T. O., Khodyrieva O. O. [2], as well as Vlasenko T. et al. [3]. These authors substantiate the role of strategic analysis, forecasting, and adaptive management in ensuring enterprise resilience under conditions of crisis transformations. Issues of strategic management as a tool for ensuring enterprise competitiveness are also examined in the work of Plisko V. et al. [4].

An important place in contemporary research is occupied by the issues of time management and self-management as factors contributing to the improvement of managerial efficiency. In particular, the application of the SMART approach to goal setting is examined by Stukan T. M. and Osadchyi A. A. [5]. Methods of planning and task distribution within the time-management system are analyzed by Zhukovska A. [6], while Struk N. P., Struk T. V. [7] investigates the Pareto principle as a basis for concentrating managerial resources on priority areas of activity. Practical aspects of using time-management tools are presented in the educational and methodological manual by Saloid S. V. and Vorzhakova Yu. P. [8]. The importance of self-management and soft skills in the professional activity of managers and employees is substantiated by Liubchenko N. V. [20].

A separate area of contemporary research is related to the problems of professional stress, emotional burnout, and technostress. Riabokon I. O. [9] considers stress management as an important factor in ensuring the quality of working life. The impact of stress factors on employees' professional activity is analyzed by Arora S. and Hastings J. D. [10]. The peculiarities of technostress and its influence on employees' organizational commitment are examined by Hessari H., Daneshmandi F., and Nategh T. [11]. The issue of professional burnout and the relationship between personality traits and employees' psychological resilience are highlighted in the works of Mellblom E. et al. [12].

Under conditions of crisis phenomena and economic instability, studies devoted to crisis management and financial risk management become particularly important. The specific features of enterprise financial resource management under crisis conditions are examined by Talakh Yu. M. and Demianenko O. S. [13]. Strategies and tools for risk assessment within enterprise management systems are examined by Babenko V. and Nazarova T. [14].

Contemporary scholars also pay considerable attention to the impact of warfare and economic crises on personnel management systems and the labor market. The influence of wartime and economic shocks on human resources is analyzed by Huk V. V. [15]. Issues related to the digitalization of HR processes and the adaptation of personnel management to crisis conditions are explored by Vasyliava O. O. [16], while the peculiarities of crisis personnel management during wartime are examined by Tsalko T., Nevmerzhytska S., and Ptukha A. [17].

A separate group of studies is represented by works devoted to the transformation of work organization under conditions of remote and hybrid work. In particular, Gibbs M., Mengel F., and Siemroth C. [18] study the impact of remote and hybrid employment on employees' innovative activity and team interaction.

Despite the significant number of scientific studies, the issue of developing a comprehensive approach to organizing a manager's work under conditions of stress and crisis situations remains insufficiently explored. Such an approach should combine strategic management, time management, digital technologies, crisis management tools, and mechanisms of psychological support for staff. This determines the necessity for further research in this area.

Main Results of the Scientific Research. Under conditions of stress, crisis situations, and periods of instability, the organization of a manager's work becomes particularly important for ensuring the effectiveness of enterprise management. The contemporary socioeconomic environment is characterized by a high level of uncertainty, the presence of external threats, and crisis phenomena, which require managers to apply adaptive and flexible approaches to organizing managerial activities. Under such conditions, enterprises function as complex systems with significant volumes of information and a large number of interconnected processes. This creates the necessity for a comprehensive assessment of managerial situations and the prompt adoption of efficient managerial decisions.

The level of managers' professional stress is intensified by permanent uncertainty, increasing responsibility, and significant information overload. In this regard, the use of stress-management tools becomes

especially important, including delegation of authority, rational task distribution, maintenance of efficient communication within teams, and the development of managers' emotional resilience.

Thus, the improvement of the efficiency of managerial work organization, even under crisis challenges, is facilitated by the combination of stress-management practices with the application of strategic planning tools [1].

Strategic planning is an important component of the enterprise management system, as it determines the ways of achieving established goals and the long-term directions of organizational development. This process involves consideration of technological, social, economic, and political factors, as well as conducting a comprehensive analysis of the external environment that may affect enterprise activities. Such analysis makes it possible to forecast potential threats in a timely manner and identify development opportunities that may arise during the functioning of the organization.

An important element of strategic planning is also the study of the enterprise's internal environment, which includes the assessment of financial condition, human resource potential, the effectiveness of managerial processes, and resource provision. The results of this analysis make it possible to identify the strengths and weaknesses of the organization and to establish strategic guidelines for its further development. In this context, the formulation of the enterprise's mission and vision plays an important role, as they determine the long-term objectives and the main priorities of its activities.

For the efficient organization of a manager's work, the practical implementation of strategic plans is essential, since it is the manager who ensures the allocation of resources, the organization of personnel activities, and the control of the results of planned actions. A rational structure of managerial activity contributes to improving the efficiency of managerial decisions and achieving the established objectives of the enterprise.

The importance of strategic planning and the efficient organization of managerial work increases significantly under conditions of stress and crisis situations. Managers must make prompt decisions under conditions of uncertainty, use available resources rationally, and maintain team stability. The application of a strategic approach, delegation of authority, establishment of efficient communication, and regular monitoring of performance results contribute to minimizing the impact of stress factors and enhance the enterprise's ability to adapt to changes in the external environment [2].

The organization of a manager's work is considered as a structured activity that encompasses the

coordination of subordinates' work, activity planning, delegation of authority, and evaluation of managerial performance results. It includes a set of measures aimed at the efficient use of a manager's working time, the optimal distribution of duties and tasks, as well as ensuring proper coordination among employees within the organization. Within this process, the manager not only defines tasks and controls their implementation but also creates organizational conditions that contribute to increased labor productivity and the achievement of the enterprise's strategic objectives.

An important element of organizing managerial activity is the rational structuring of the manager's work process. This involves identifying priority areas of activity, allocating time among different types of managerial tasks, and establishing an appropriate sequence for their execution. Such an approach contributes to reducing non-productive expenditures of working time, prevents overload with secondary tasks, and increases the efficiency of managerial decision-making.

In the dynamic modern business environment, the efficient organization of a manager's work is closely associated with the application of strategic management principles. The use of strategic analysis, the identification of an organization's strengths and weaknesses, as well as the assessment of its potential and possible development threats, make it possible to formulate well-grounded managerial decisions and activate the enterprise's adaptive mechanisms under conditions of external environment transformation.

In other words, the efficient organization of a manager's work is based on the combination of rational planning, the application of modern management tools, and strategic thinking. Such an approach contributes to improving management efficiency, ensuring the rational use of resources, and supporting the stable development and competitiveness of the enterprise under conditions of constant change [3; 4].

The use of time-management tools is a significant factor in increasing the productivity of managerial activity and optimizing the internal mechanisms of an enterprise. Time management is studied as a comprehensive approach to organizing a manager's work, which involves clear goal setting, efficient task distribution, and performance control. One of the defining elements of this approach is the formulation of tasks within the framework of strategic planning. The application of the SMART method [5] makes it possible to establish measurable criteria, specify managerial tasks and their evaluation, and define timeframes for implementation, thereby facilitating the coordination of a manager's individual activities with the strategic indicators of the organization.

Priority-setting tools, namely the determination of task urgency and importance, play a key role in improving the effectiveness of managerial work. Therefore, the application of the Eisenhower Matrix [6] enables the classification of tasks according to their importance and urgency, which helps avoid overload with secondary tasks. In addition, planning efficiency is enhanced through the use of ABC analysis, which involves ranking tasks according to their significance for achieving final results. In this regard, the Pareto principle [7] is also highly important, as it suggests that concentrating efforts on key areas of activity ensures the achievement of the majority of results.

The efficient organization of a manager's workflow necessitates the application of planning and activity-structuring tools. Daily and weekly planning help ensure the systematic performance of managerial functions and improve work discipline. An efficient tool is the time-blocking method, which involves dividing the working day into separate time intervals dedicated to the implementation of specific goals and tasks. The use of checklists contributes to maintaining consistency in task execution and preventing the omission of important stages of managerial activity.

An equally important component of organizing managerial work is the delegation of authority, which makes it possible to distribute workload rationally and allow managers to focus on strategic tasks. Delegating certain functions to subordinates not only saves managers' time but also contributes to employees' professional development and improves team performance. Successful delegation requires regular feedback, well-established communication, and clearly defined tasks, which reduce the risk of errors and increase employees' responsibility for the proper fulfillment of assigned obligations.

Time-management tools acquire exceptional importance under stressful and crisis conditions within an organization's activities. The analysis of time expenditures, particularly through time-tracking methods, makes it possible to identify inefficient elements of the work process, minimize external disruptions, and prevent professional exhaustion. Setting realistic short-term and long-term goals, together with assessing internal and external development factors, helps managers respond more quickly to environmental changes and maintain organizational resilience.

Thus, time management represents a combination of methods and tools for goal setting, prioritization, delegation, planning, and control of managerial activities. Their synergistic application contributes to improving managerial productivity, optimizing business processes, and enhancing the organization's

adaptability to dynamic and crisis operating conditions. Such an approach creates conditions for the more efficient use of managerial resources and forms the basis for the enterprise's long-term resilience [8].

Under crisis conditions, managerial activity is accompanied by increased psycho-emotional pressure. Professional stress arises as a result of information overload, limited time resources, the necessity to make responsible decisions, and a high level of uncertainty regarding outcomes. Consequently, managers are forced to operate under constant pressure and heightened responsibility, which complicates the management process and may lead to decreased concentration, emotional exhaustion, and deterioration in the quality of managerial decision-making.

The modern dynamic environment requires managers to respond quickly to changes and function effectively under conditions of instability. The urgent need to analyze large volumes of information, responsibility for organizational performance, and strict requirements regarding the promptness of decision-making create additional psychological pressure. In this context, achieving a balance between professional demands and employees' personal resources becomes especially important, since excessive workload may lead to deteriorating communication, decreased motivation, apathy, exhaustion, and conflicts within the team.

At the same time, a manager's emotional state directly affects the psychological climate within the team and the effectiveness of organizational functioning. Prolonged tension may result in the loss of strategic thinking ability, deterioration of interaction and relationships among employees, and decreased work efficiency. Therefore, the problem of managers' professional stress is considered not only an individual issue but also an organizational one, since its consequences may manifest themselves in the overall performance of the entire organization.

Efficient stress management involves the application of a combination of organizational and individual approaches aimed at maintaining managers' psychological resilience. Among these, the use of time-management tools, workload optimization, rational activity planning, and the development of self-regulation skills are of particular importance. In addition, organizations may implement psychological support programs, emotional management training, and mechanisms for monitoring the level of professional stress. The application of such approaches creates conditions for preserving managers' professional potential and ensuring the stable functioning of organizations under complex socioeconomic conditions [9; 10].

Particular attention should be paid to the phenomenon of technostress, a specific type of profes-

sional stress resulting from the intensive use of information and communication technologies and the constant need to adapt to their rapid changes. The active implementation of new digital tools, regular software updates, and the growing volume of information may lead to psychological tension, overload, and employees' insecurity regarding their own digital literacy.

Technostress manifests itself through a combination of factors, including the difficulty of mastering new digital solutions, excessive intensity of working with technologies, employees' constant availability for communication, and uncertainty associated with frequent technological changes. Additional sources of tension may include fear of job loss due to automation and the necessity for continuous professional upskilling. This combination of factors can negatively affect labor productivity, motivation, and overall job satisfaction. The intensification of technostress may reduce employees' initiative and contribute to increased workforce turnover. At the same time, employees' individual innovativeness plays a key role in mitigating such negative consequences, as it enhances their ability to adapt to technological changes and perform professional tasks more effectively.

In this regard, an important direction of contemporary management approaches is the development of tools aimed at reducing the negative impact of technostress. Such measures include the development of employees' digital competencies, the efficient organization of work involving information systems, workload optimization, and the establishment of processes that facilitate employees' adaptation to technological changes. The implementation of such methods makes it possible to strengthen organizational resilience to the challenges of the digital environment and maintain the efficiency of employees' professional activities [11].

The accumulation of stress factors in managers' professional activities may lead to professional burnout, which negatively affects the effectiveness of managerial decisions and the overall functioning of the team. The long-term impact of occupational stress often causes nervous exhaustion, feelings of detachment from the team, loss of the ability to cope with workload, and doubts regarding one's professional competence. In the context of managerial activity, these manifestations are particularly intensified due to the constant necessity to make decisions, responsibility for work outcomes, and interaction with a large number of participants involved in organizational processes that ensure the functioning of the operational system.

One of the most widely used approaches in contemporary psychology and management for analyzing individual characteristics, personality traits, and subjective behavioral features of employees is the "Big

Five" personality model. It includes five main personality traits: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Each of these characteristics reflects certain aspects of human behavior, psychological resilience, level of responsibility, social interaction, and readiness to perceive new ideas. The application of the Big Five model makes it possible to analyze the relationship between professional performance and personality traits, stress levels, and employees' susceptibility to professional burnout. Due to its universality and theoretical validity, this model has become widely used in the fields of organizational behavior and personnel management systems.

Under conditions of increased stress and crisis situations, the prevention of professional exhaustion becomes particularly important. Priority measures include the development of a social support system within the team, regular monitoring of one's psycho-emotional state, as well as the use of self-regulation and resource recovery techniques, including the planning of rest periods, physical activity, and mindfulness practices. The optimization of work processes is also important, including task delegation, clear prioritization, and the establishment of realistic deadlines for task completion.

Moreover, the efficient organization of a manager's work under stress conditions involves not only the rational planning of managerial activities but also comprehensive attention to the psychological resources of the individual. Consideration of employees' individual characteristics, timely diagnosis of manifestations of professional exhaustion, and the creation of a positive organizational environment contribute to maintaining managers' professional efficiency and the resilience of team activities even under difficult and crisis conditions [12].

Managers' activities under crisis conditions are also influenced by financial constraints, which necessitate the use of crisis-management tools to improve the efficiency of controlling enterprise financial resources. During periods of crisis, restrictions on access to credit resources, fluctuations in demand, disruptions in logistics chains, and increased tax burdens usually arise. As a result, managerial functions become significantly more complicated, flexibility in decision-making decreases, and managers are required to demonstrate competence, rapid decision-making abilities, efficient risk analysis, and rational allocation of available resources in order to maintain enterprise stability.

Tactical crisis-management measures aimed at the rapid stabilization of the organization's economic condition are of great importance in overcoming financial difficulties. These measures include the reduction of excessive production capacities, cost optimization, revi-

sion of personnel structure, and the reorganization of the balance between assets and liabilities in order to improve liquidity. Continuous control and regular monitoring of key financial indicators, along with comparisons between actual and planned results, make it possible to identify negative trends in a timely manner and minimize the probability of increasing debt obligations.

Alongside short-term actions, strategic approaches to crisis management are also of great importance. These measures involve the diversification of activities, entry into new markets, improvement of financial planning and control systems, revision of business processes, and the elimination of inefficient elements within the organizational structure. In certain cases, partnerships or mergers with other companies may be appropriate for the purpose of sharing risks and resources. The formation of a response strategy is determined by the stage of crisis development and may include both preventive measures and actions aimed at business restructuring or bankruptcy prevention.

A key element of crisis management is the assessment and forecasting of financial risks. For this purpose, statistical data analysis, expert evaluations, mathematical modeling, as well as economic indicators of variation and dispersion are applied, making it possible to assess the level of instability. Scenario modeling occupies a special place, as it helps reproduce possible scenarios of future developments. For example, sensitivity analysis allows for the assessment of the consequences of changes in key parameters for financial outcomes, while the application of the Monte Carlo method makes it possible to model a large number of potential scenarios and determine the probable scale of losses. The effectiveness of risk management largely depends on the chosen response strategy. The main methods include active monitoring of the financial environment, strengthening internal control and security standards, improving personnel qualifications, as well as diversifying assets and areas of activity. Statistical data indicate that the level of enterprise risk differs significantly depending on the sector of the economy: higher levels are observed in the fields of education and arts, whereas risks are relatively lower in agriculture and construction.

Thus, the use of statistical and scenario-based analytical methods, particularly the modeling of possible scenarios of future developments, makes it possible to identify threats promptly and enhance the validity of managerial decisions. In turn, this contributes to strengthening the enterprise's financial stability and improving the efficiency of managerial activity under conditions of economic instability [13; 14].

Economic and warfare crises fundamentally transform the conditions under which organizations

operate and significantly complicate the organization of a manager's work. Under unstable crisis conditions, managers are forced to operate in an environment of heightened uncertainty, make rapid managerial decisions, and ensure the continuity of business processes. This requires not only a high level of professional competence but also psychological resilience, the ability to adapt to change, and the capacity to maintain team efficiency under complex socioeconomic conditions.

At the same time, wartime and economic shocks cause large-scale migration processes, population mobilization, and transformations in the structure of the labor market. Mass emigration abroad and the internal displacement of citizens lead to a substantial reduction in the workforce, which in some sectors may reach approximately one-third of employees. As a result, a shortage of qualified personnel emerges, professional imbalances in the labor market intensify, and managers are forced to redistribute functions among employees, organize rapid training for new personnel, and simultaneously maintain team stability [15].

Fundamental changes in the employment structure of the labor market are also reflected in shifts in demand for certain professions. The demand for technical specialists, cybersecurity experts, and professionals in medical and psychological support is increasing, while some traditional sectors of the economy are experiencing a decline in labor demand. Under such conditions, managers increasingly apply flexible forms of employment, remote or hybrid work arrangements, and retraining programs for internally displaced persons, veterans, and employees changing professions. However, these changes complicate personnel management and increase the risk of professional burnout due to growing emotional pressure.

An important means of overcoming these challenges is the digitalization of HR processes. The use of automated recruitment systems, remote learning platforms, and digital integration and onboarding tools makes it possible to significantly reduce the time required for recruiting and socializing new employees. At the same time, modern performance management systems enable the efficient coordination of distributed teams, while cloud-based HR systems ensure personnel management regardless of employees' geographical location.

Another highly important direction is the implementation of employee support programs and the development of organizational resilience. Practice demonstrates that psychological assistance, employee well-being programs, and social initiatives contribute to reducing professional burnout and increasing employee loyalty. At the same time, partnerships with educational institutions have proven efficient, as they

make it possible to organize retraining programs and reduce the shortage of specialists in strategically important sectors [16].

Thus, the efficient organization of a manager's work under crisis conditions requires a comprehensive approach that combines flexible management practices, digital technologies, and systematic personnel support. The integration of long-term planning based on intermediate goals, the development of leadership competencies, and the implementation of innovative HR tools makes it possible to enhance organizational resilience and ensure efficient functioning even within an unstable socioeconomic environment [17].

During crisis transformations under contemporary conditions, considerable attention is devoted to updating the methods of organizing managerial work, which is associated with the active spread of remote and hybrid forms of employment. The transition towards the implementation of modern technologies, namely the digitalization of interaction among employees, significantly transforms traditional mechanisms of control, coordination of activities, and communication within teams. For managers, this means the necessity not only to monitor task performance but also to maintain efficient communication among team members, promote their professional engagement, and prevent manifestations of social isolation, which becomes particularly relevant under conditions of increased stress and instability.

The growing popularity of performing work duties outside the office, which includes the transition to flexible schedules and the use of digital technologies and has significantly intensified under the influence of pandemic and economic crises, has an ambiguous impact on employees' innovative activity. On the one hand, the number of ideas generated by employees generally does not decrease compared to the traditional office model. On the other hand, the practical significance and subsequent implementation of such ideas may decline. This can be explained by the limitation of informal communication, since virtual meetings are not always capable of fully replacing spontaneous discussions, quick meetings, and casual conversations that frequently arise in a physical work environment and support the development of new conceptions and the improvement of ideas.

The hybrid format of work organization, which combines remote and office-based work, creates additional managerial challenges. Research shows that insufficient coordination of employees' presence in the office may reduce the intensity of idea generation and worsen the effectiveness of team interaction. This is particularly evident in teams with highly variable work schedules, where some employees work remotely

while others work directly in the office. In such cases, the speed of information exchange decreases and the process of collective decision-making becomes more complicated, which negatively affects the innovative activity of the organization.

Taking this into account, under crisis conditions managers must adapt approaches to work organization by combining digital communication tools with clear planning of team interaction. The introduction of coordinated office attendance schedules, regular online meetings, and the use of collaborative platforms for teamwork and idea exchange is considered appropriate. Such managerial measures contribute to maintaining team cohesion, improving communication efficiency, and reducing employees' psychological burden during periods of crisis-related changes [18].

The contemporary socioeconomic environment is characterized by a high level of unpredictability and a rapid pace of development associated with the interaction of economic and social processes, scientific and technological advancement, the challenges of the pandemic, and the ongoing military threat. Under such conditions, managers' professional activity requires not only functionally specialized skills and knowledge but also advanced universal competencies that enable efficient responses to dynamic changes. One of the important factors contributing to managerial productivity is the development of time-management and self-management skills. These competencies help improve work organization, ensure the rational use of resources, and increase management efficiency under crisis conditions.

Self-management can be considered as a system of approaches and methods aimed at the conscious management of one's own activities, professional development, and personal resources. It involves an individual's ability for self-organization, self-discipline, prioritization, and continuous improvement of professional skills. Time management is an integral component of this process and consists of the rational allocation of time, task planning, and control over task execution. The use of appropriate tools makes it possible to increase managerial productivity, reduce overload, and more effectively combine professional responsibilities with the restoration of personal resources.

Self-management and time-management skills belong to the group of universal competencies, or soft skills, which play an important role in the professional activities of contemporary specialists. They contribute to the development of adaptability, critical thinking, efficient interaction within teams, and managerial decision-making under complex conditions. The presence of such competencies enables managers to respond promptly to changes, coordinate team activities, and

maintain organizational stability even during periods of crisis.

The practical implementation of self-management involves the application of a set of managerial tools that include goal setting, activity planning, decision-making, workflow organization, and performance evaluation. The formulation of clear strategic and tactical goals helps concentrate attention on the most significant tasks, while systematic planning contributes to the efficient use of time. Other important methods include prioritization, delegation of authority, application of the Pareto principle, and optimization of work schedules according to individual productivity [19].

In addition, self-control and the establishment of efficient communication are equally important components of efficient management. Regular analysis of achieved results allows for the timely adjustment of managerial actions, while the efficient organization of information exchange contributes to greater coordination within the team. This is especially relevant under remote or hybrid work conditions, where the use of modern digital management and communication tools plays a significant role.

Thus, the development of time-management and self-management skills plays a substantial role in increasing the effectiveness of managerial activity and strengthening organizational resilience to challenges caused by external factors. Their systematic application contributes to improving managers' productivity, reducing the level of professional stress, and enhancing the quality of managerial decision-making, which ultimately has a positive impact on the overall performance of the organization [20].

CONCLUSIONS

The generalization of the research results provides grounds to assert that the efficient organization of a manager's work under conditions of stress and crisis situations is a complex multidimensional process that requires the integration of strategic, organizational, economic, and psychological approaches to management. The contemporary socioeconomic environment is characterized by a high level of uncertainty, dynamic changes, and increasing external risks, which require managers to adapt quickly to new conditions, make well-grounded decisions, and ensure the continuity of organizational activities. Under such circumstances, strategic thinking, systematic planning, and the ability to effectively coordinate personnel activities become particularly important.

An important factor in improving managerial performance is the rational organization of managers' working time and the application of time-management tools. Clear prioritization, delegation of authority, task

planning, and performance control make it possible to optimize the use of managerial resources, reduce information overload, and improve the effectiveness of managerial decision-making. At the same time, the use of modern digital technologies, automated management systems, and platforms for remote interaction contributes to increasing the flexibility of organizational processes and ensures the efficient coordination of distributed teams.

It should be noted that the management of a manager's psycho-emotional workload is an equally important aspect. Professional stress, information overload, technostress, and the risk of professional burnout may negatively affect the quality of managerial decisions and the overall effectiveness of team functioning. In this regard, the development of self-management skills, the formation of psychological resilience, the maintenance of a favorable organizational climate, and the implementation of employee support programs become particularly significant. A comprehensive approach to human resource management contributes to preserving employees' professional potential and enhances their ability to adapt to change.

In addition, the efficient organization of a manager's work within an unstable environment involves the combination of strategic planning, crisis resource management, the use of modern managerial and digital tools, as well as the development of human capital and managers' psychological resilience. The integration of these components creates the preconditions for increasing organizational adaptability, ensuring the stability of organizational functioning, and facilitating the achievement of strategic objectives even under complex and crisis development conditions. ■

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