










# “Organization of labor under conditions of uncertainty: The case of Ukraine”

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# ORGANIZATION OF LABOR UNDER CONDITIONS OF UNCERTAINTY: THE CASE OF UKRAINE

## Abstract

Safety risks at work during a pandemic and war require new standards for the organization of work. Increasing socio-psychological pressure requires a better definition of staff duties, communication rules, and work and rest regimes. The purpose of the study is to determine the most acceptable regulations for the organization of labor that help to maintain the efficiency of a company's activities in an unstable environment. In the course of the research, a content analysis of regulatory documents was carried out and a survey among HR managers, heads of Ukrainian companies, and their employees was conducted. All data were collected in two waves. The first wave was in November-December 2021 with 301 participants. Due to the beginning of the war, the second wave of the study was conducted in April-May 2022, when the wartime conditions have already made their impact, with 271 participants — managers, HR managers, and staff of Ukrainian enterprises. The results confirmed that working conditions and global risks that determine the types of the organization of work under uncertainty require a flexible approach. Mixed and flexible standards of the organization of work provide for optimal work modes and safer working practices, so they have been approved to be more effective. It has been determined that the disregard of global challenges, trends, and the social nature of labor by the company management reduces the effectiveness of labor organization regulations.

## Keywords

remote work, flexible working hours, organization of work, labor safety, communications, personnel

## JEL Classification

E20, J20, J22

## INTRODUCTION

The competitiveness of a company is achieved by the joint efforts of its team members, provided an adequate policy of personnel management and effective business processes are set up. Among business processes, the labor process ensures "linking" skills of the workforce with technology. The organization of labor (workflow) will determine whether personnel management will improve, a positive image of the employer will be formed, and financial profits will be achieved. The organization of labor used in the company reflects its social and economic nature by providing answers to questions of its economic efficiency and social responsibility. The international community emphasizes that Europe's goals are to move towards a more competitive economy based on knowledge, innovation, and the organization of labor with better quality standards, and a shift to digital and carbon-free technologies (Eurofound, 2022).

Changes in socio-economic life and technology seriously affect the organization of labor. On the one hand, the current world of labor is determined by the risks of loss of income, reduced social security, and less stable employment due to the spread of new atypical forms

of employment and increasing the share of flexible, non-standard employment contracts (Neufeind et al., 2018). At the same time, the digitalization of work systems replaces jobs across the spectrum from ordinary workers to top management positions (Eurofound, 2017). On the other hand, the COVID-19 pandemic has made atypical employment a new norm. The result of COVID-19 was the rupture of production chains, which provoked the optimization of the number of employees, the closure of small enterprises, and the search for solutions to retain skilled labor. Recent studies show that the organization of labor is changing in many areas, and it will accelerate the trends that have already taken place in other areas of the economy (Biddle et al., 2020) and create opportunities for new industries (Sine & David, 2003). Given the uncertainty and depth of the impact of COVID-19, especially on psychological support and prevention of burnout, it is important to find optimal modes of operation. From an economic point of view, remote work has become a good way to save jobs and protect workers from diseases, however changing the mode of work requires further research.

The war, which began on February 24, 2022, in Ukraine, made its impact on the regulations for the organization of labor. For the first time, employers and employees faced external risks that they can't eliminate but should take into account at work. It is known that in the first days of the war, more than 4.4 million people left Ukraine and more than 7 million are considered internally displaced (Burnos, 2022). Many companies were practically paralyzed and workers were confused and in a state of shock. However, within two or three months there appeared solutions to ensure the safety of employees at work (Business front, 2022). They required changes to the traditional regulations for the organization of labor.

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## 1. LITERATURE REVIEW

Innovations in the workplace, including technological ones, require organizational change, which means changes in business models, personnel management, and the work environment. In such conditions, the design of organizational principles and work schedules takes on new forms, reflects a new attitude to the organization of labor, and becomes a tool for strengthening the competitiveness of the organization as a whole. At the same time, they often "entail" creating a new structure of the organization, choosing other strategic goals, and changing technology or work tasks (Yousef, 2016). In some places, in order not to lose their position in the market, companies rebrand and even change their policies, strategies, and culture (Malatjie, 2019). In a turbulent global world, innovations in the organization of labor cannot be planned, but they are always determined by a radical reorientation and a change in the vector of development (Heckmann et al., 2016). At the same time, changes in the organization of labor are taking place in the regulation of the length of the working day and the definition of immediate tasks for performers. Such changes in the scientific literature are associated with the theories of lean production (LEAN Technologies), total quality management (TQM), modular production,

reengineering, organization of labor, and others (The National Academy of Sciences, 2004). These management theories have responded to several global challenges: the green agenda and the focus on customers. They changed the traditional approaches that were laid down in Taylorism, which provided for strict specialization, the responsibility of management, and low initiative of the lower level of government (Uddin & Hossain, 2015).

Examining the drivers that have contributed to the changes in the organization of labor, the following should be pointed out: changes in the technological structure, the international division of labor, life cycles of the organizations, cycles of crisis, pandemics, hostilities, political changes in the country, climate challenges. The restrictions associated with COVID-19, in particular, have forced us to reconsider the need to maintain stable jobs and choose the work modes (Kniffin et al., 2020), as the COVID-19 pandemic has radically changed labor mobility all around the world (Benton et al., 2021) and limited the ability to perform professional duties due to anti-epidemiological constraints. The pandemic disrupted previous operating models and contributed to the spread of remote employment. First of all, this happened due to the actualization of the risks to the health of employees, including deadly ones (World Health

Organization, 2021), and breaking ties with regular customers due to the spread of COVID-19. The pandemic exposes several economic and social consequences and psychological risks for workers and their families. Thus, impoverishment develops, which rises inequality in income (Biddle et al., 2020a), which further increases the risks of deteriorating the quality of human capital (World Bank Group, 2020). Fetzner et al. (2020) studied economic behavior and anxious behavior on the market; Knolle et al. (2021) showed a negative impact of COVID-19 on mental health; many actors explored the impact of the pandemic on different population groups (by age and gender).

Among the socio-psychological risks, the most significant is social distancing, which appeared due to the transition to remote employment.

At the same time, the vast majority of scholars are inclined to believe that the introduction of remote employment and further digitalization of business processes will ensure the sustainability of organizations and jobs in the future (Raghavan et al., 2021). Digitalization has not opened things up for everybody, but it has offered first mover advantage to companies that are able to control distribution. This is a challenge for many in the creative economy who earn their living through digital rights (Pratt, 2021). A McKinsey survey shows that 41% of respondents find work at home more productive than in the office, and 80% are satisfied that they have the opportunity to work from home because they are relieved from long trips (Boland et al., 2020). In addition, atypical labor relations, and crowd-sourcing are becoming more common. The studies by the International Labor Organization state the naturalness of such employment and doing business in the digital economy (Gurumurthy et al., 2021). Therefore, remote work and remote employment have become the norm as the response of companies to the technological demands of the digital model of doing business. At the same time, relevant regulations for the organization of labor activities are being developed.

It should be noted that the restrictions on the mobility of employees caused by COVID-19 have caused an increase in the cost of labor and brought a shift in the balance between on-site and remote work (Bick et al., 2020; Mueller-Langer & Gómez-Herrera, 2022).

Regardless of the reasons that forced them to change the usual business processes and organization of work, companies faced challenges to their management. Some professions just cannot shift to remote mode. They include jobs in the “essential” or “critical” sectors of health care, agriculture, and services (McNicholas & Poydock, 2020). Remote work reflects another, deeper set of transformations in the spatial dynamics of living and working spaces (Ewers & Kangmennaang, 2023).

For enterprises with a continuous work cycle and the impossibility of transferring part of the staff to a remote mode of work, there appeared challenges in protecting the health of workers at workplaces, organizing their travel to and from work, and changes in operating modes. For example, the management of oil and gas companies purchased personal protective equipment – gloves, masks, and antiseptics (which was difficult to do in terms of shortage of goods), as well as arranged tests to diagnose coronavirus infection among workers (Non-governmental organization “Center for Applied Research”, 2020). In the automotive sector, which has been hit hard by border closures, management had to enforce stricter health and safety standards, provide drivers and other workers with personal protective equipment, improve work with drivers and other workers to support and reduce anxiety and stress and manage fatigue (Bocharova & Fedotova, 2021).

At the same time, digitization and automation of production become relevant and integral features of the socio-economic space (Lopuschnyak et al., 2021). These changes necessitate new forms of employment and set additional requirements for personnel. For example, according to the Competence Center on Foresight in Europe, an estimated 11% of the adult population has at some point used online platforms for providing various types of labor services; about 1.4% are main platform workers (work at least 20 hours a week on platforms and earn at least 50% of their income via online work platforms) (European Commission, 2020). IT technologies can significantly expand the geography of employees involved, so working on platforms is already our reality. In addition, the demand for hard skills that can be replaced by technology is declining, however, the demand for soft skills, cognitive skills, socio-behavioral skills, and

combinations of skills associated with greater adaptability, is growing (World Bank Group, 2019). Note that the lack of attractiveness of such work for the employee is often associated with specific risks for the employee – the instability of employment and income. The publications also note that under the pressure of the pandemic, there were traditional risks of unfair competition and breach of contract in the virtual environment (Risak, 2017). But for companies that use this method of project implementation, there are some advantages (Barnes et al., 2015). These advantages are lower staff costs, as the cost of work involved is often much lower than the salary of a full-time employee, it is also not necessary to provide additional training, and the risk of social and labor conflicts is lower, etc.

In particular, the ease with which a key employee can leave the company to pursue other options may well depend on the flexibility of national labor laws (Leung et al., 2018).

By changing the content and nature of work, digitalization in the workplace has affected the working capacity of employees. There is general agreement that of the three technologies of digitization, IoT is potentially the most destructive, with the impact of the other two technologies having less negative impacts on the workflow as they are limited to quality control and standards (European Commission, 2019).

It is worth noting that the pandemic only pushed companies to a faster transition to digital technologies, which required the introduction of new regulations for the organization of labor. In addition, the war that unfolded in Ukraine added a layer of socio-psychological problems to the organization of labor. Therefore, the task of maintaining the efficiency of labor in the workplace has become a priority in the face of increasing risks to safety. This, in turn, requires new ideas and approaches in personnel management, which would take into account the ability of personnel to perform their functions according to new standards.

The goal of the paper is to determine the most acceptable regulations for the organization of labor that help maintain the efficiency of a company's activities in an unstable environment.

Based on the above-mentioned, the following hypotheses were put forward:

$H_{01}$ : *The mode of work and organization of work that take into account socio-economic changes and psychological factors of labor, including expectations of employees, will positively affect a company's efficiency.*

$H_{02}$ : *Uncertainty factors of the external conditions (pandemic, state of war) are a priority when choosing suitable modes of organizing labor.*

## 2. RESEARCH METHOD

To understand the best practices and explore the shortcomings in the organization of work in remote employment during the pandemic and other challenges of today, the following methods were chosen: focus group, an opinion poll of managers, HR managers, and staff of Ukrainian enterprises (mainly creative sector of the economy and education). Striving to get as open and truthful as possible results, polls were conducted anonymously. All data were collected in two waves with a pause of 1 month between them, which allowed a temporary separation between data collection for independent (wave 1) and dependent (wave 2) variables in 2021 and 2022 respectively. Such a separation can help to reduce the likelihood of a bias in conventional methods, as it reduces the likelihood that respondents may predict a general research model (Podsakoff et al., 2003). Questions for testing attention were used as a tool for filtering respondents who answer without carefully reading the survey questions (Thompson et al., 2020). A total of 309 participants took part in the first wave in 2021 and 271 in 2022. However, eight respondents could not correctly answer one of the two attention-checking questions in 2021, their answers were discarded. Therefore, only 301 participants answered the second wave questionnaire in 2021. In the final audience, the majority of respondents were women (61.1% in 2021 and 62% in 2022). The average length of work in organizations is four years. The poll was conducted during the quarantine restrictions in 2021 and war conditions in 2022, so the online method was used. The structure of the respondents is shown in Table 1.

**Table 1.** Profile of respondents

Profile of respondents	Total		Percentage	
	2021	2022	2021	2022
<b>Gender</b>				
Male	117	103	38.9	38.0
Female	184	168	61.1	62.0
<b>Respondent status</b>				
Business leaders	49	48	16.3	17.7
HR managers	86	81	28.6	29.9
Employees of the enterprise (except managers and HR managers)	166	142	55.1	52.4
<b>Work experience</b>				
Up to 1 year	30	12	10.0	4.4
From 1 year to 3 years	67	79	22.3	29.2
From 3 years to 5 years	129	137	42.9	50.6
From 5 years to 7 years	58	34	19.3	12.5
More than 7 years	17	9	5.6	3.3

The profile of the organizations in which the respondents worked is shown in Figure 1.

The questionnaire included almost 40 questions to find out what measures were taken by companies during period of the introduction of anti-epidemiological restrictions, to assess how satisfied employees are with the new requirements for work and its organization, and to identify the main types of labor regulation and staff motivation during this period. The questions included in the questionnaire provided both open and closed-answer options.

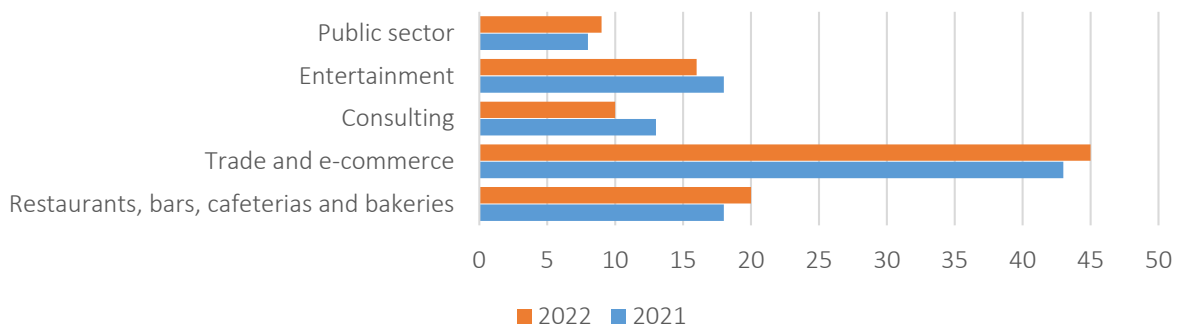
To assess changes in the organization of labor processes and their regulations, analytical and statistical methods were used. They form the basis of the author’s approach to building a risk assessment model of regulations for the organization of labor. The nature of this approach is the stage-by-stage evaluation of economic and social performance indicators of the companies’ activities when they are

superimposed on a risk map, and the features of different types of labor process regulations are taken into account. The following indicators were selected for the analysis: the digitalization degree of labor processes, labor efficiency (a reduction in the cost of working time, an increase in productivity of labor, a decrease in intensity of labor), the state of labor protection, as well as the degree of processes regulation, the presence of other regulatory documentation on labor, the strictness of monitoring the performance of work with the use of working time.

To bring all the indicators to a single format, the scoring method was used. At the same time, economic indicators (labor productivity, personnel costs, working time costs) are converted into points on a scale from 1 to 10 points, where 10 is the maximum expected result. Indicators that determine the nature of the phenomenon (the presence of the regulations themselves, the degree or limits of control, etc.) have a scale of 0 to 1, where 0 is the absence of the phenomenon, 0.5 is a partial implementation, and 1 is the compliance with the standard, (ideal) value.

### 3. RESULTS

Traditionally, the organization of labor processes directly depends on the production process. However, the pandemic made its impact: organizations were forced to either close or find a way to organize work in full compliance with all anti-epidemiological recommendations. One of the solutions was the introduction of remote employment and flexible work schedules. All this required a revision of regulations for the organization of labor to ensure the safety of the workplace and maintain labor productivity.



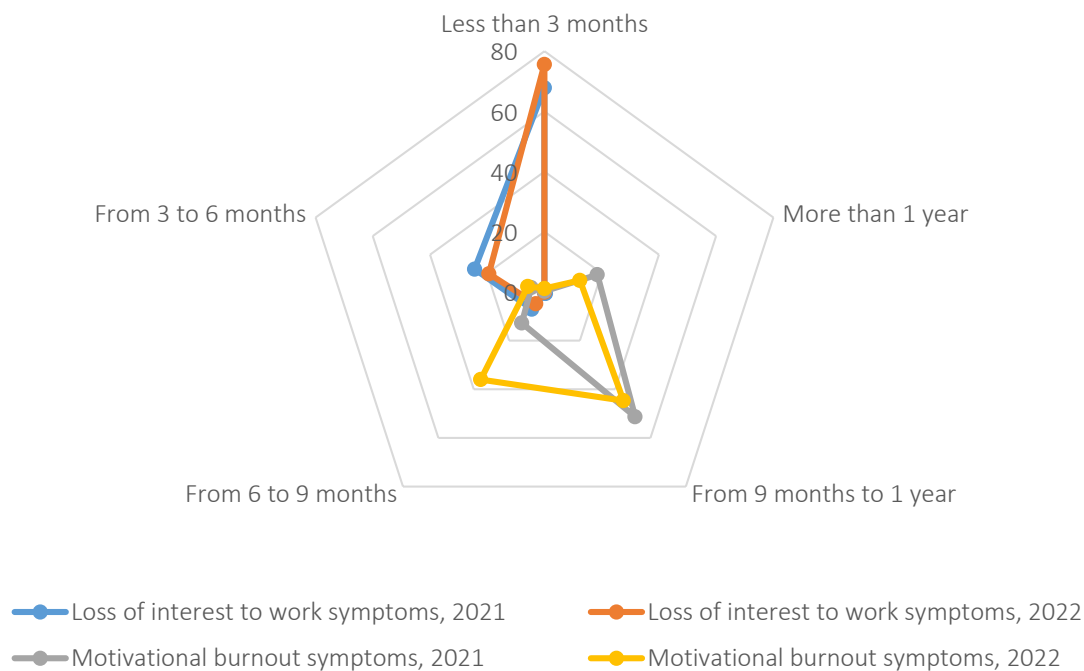
**Figure 1.** Profile of the organizations where respondents work, % of participants

The above-mentioned drivers in the organization of labor can be seen through the spread of atypical (mixed) regulations. In particular, widespread modes are freelance, crowd-sourcing, and part-time work (part of the day or week); job sharing in which several people are hired for one job, working in turn; remote work, which involves the performance of duties outside the company (at home or on a regular trip, etc.); secondary employment (working simultaneously with several employers), in which the total working time may not reach the average length of the working week, or significantly exceed it. But all these regulations during the introduction of anti-epidemiological restrictions provoke stressful situations for workers. According to researchers, this can affect the health of workers, especially those with lower socio-economic status (Mihalache & Mihalache, 2022). Analyzing the peculiarities of the changing nature of labor that accompanied the transition to remote work as well as noticing personnel reductions, and the formation of a flatter organizational hierarchy the following risks become apparent: growing insecurity and instability of work, high requirements for adaptability to non-standard working conditions, new competency requirements. These

risks have negative consequences, in particular for older workers. However, some studies show that people who work remotely experience more stress than other groups, and women are more likely to be forced to work harder than men (Thulin et al., 2019). In the future, such modes of work might lead to loss of motivation, burnout, and reduced productivity. After all, according to the current sociological study, with the lack of clear regulations for work while maintaining a high workload, workers lost motivation to perform tasks after three months, and a year later they developed motivational burnout (Figure 2). That is, if the management of a company fails to adapt its work regulations, to change the organization of workspace, working hours, and leisure, the vast majority of employees gradually “burn out” and become less productive. But this situation is found at just a few enterprises among which the survey was conducted.

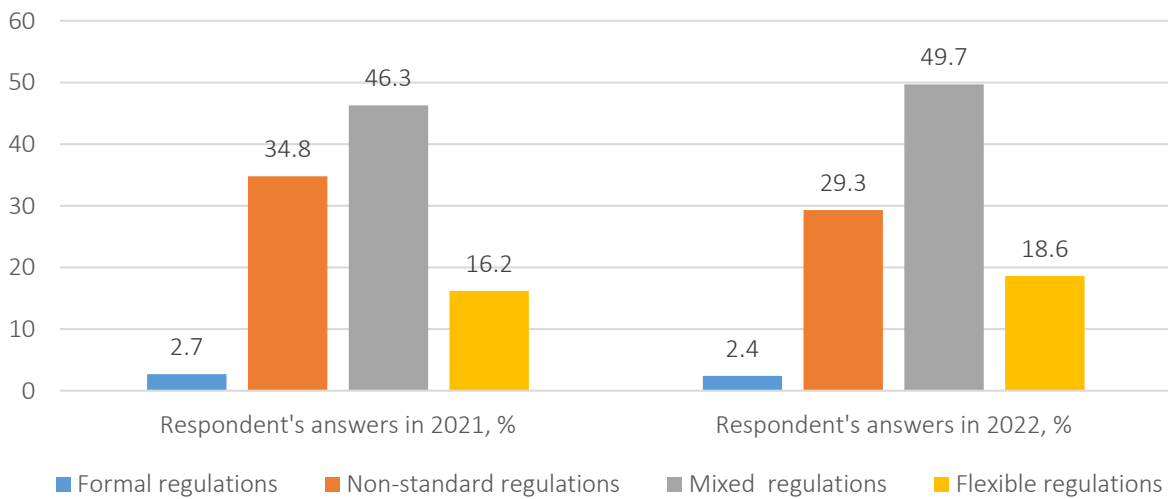
Examining the regulations for the organization of labor, the classification of which was based on the criteria of regulation of working time and the development of conditions of the working space, several types of them were identified. According

Source: Developed by the authors based on the survey.



**Figure 2.** Loss (development of initial symptoms) of interest in work and motivation, the appearance of symptoms of burnout in the workplace with the same work organization regulations according to the respondents' answers (% of total number of answers)

Source: Developed by the authors based on the survey.



**Figure 3.** Distribution of respondents' answers on the introduction of labor organization rules during the spread of COVID-19, %

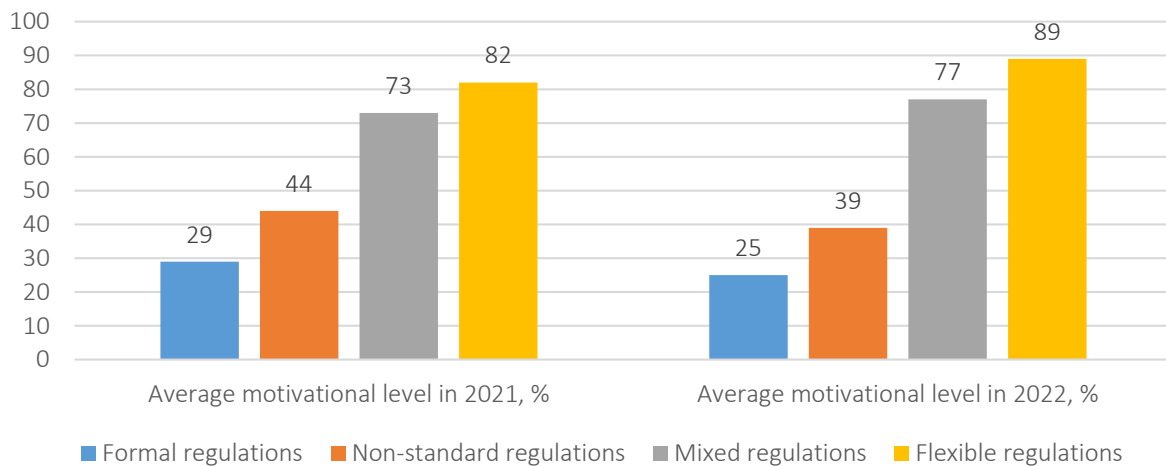
to the answers of the respondents, four types of labor regulation in the conditions of introduction of epidemiological restrictions were generalized and singled out (Figure 3). At the same time, the vast majority of companies were able to adapt and offer mixed work regulations, which provide for the transfer of part of the staff to remote employment, and for the other part work on shifts at the main workplace was organized. Non-standard regulations for the organization of labor are also common. Both standard and non-standard regulations provide for all forms of staff work – remote

and traditional, however different issues dictate the distribution of tasks, regulation of working hours, choice of methods and time of communication, forms of control, motivation, and more.

Experts also noted that a significant “skew” towards the use of mixed regulations and the growing interest in flexible regulations are more likely due to external factors.

Examining how workers adapted to the new labor regulations, it was found that the many employees

Source: Developed by the authors based on the survey.



*Note:* Four types of regulations for labor organization were selected: 1 – formal, without changing the schedule of work and rest; 2 – non-standard work regulations, when part of the work is performed remotely without changing the regulation of tasks; 3 – mixed regulations for the organization of labor, when part of the work the employee performs remotely, and part in the main workplace, but tasks are standardized; 4 – a flexible mode of operation, where labor organization regulations are introduced for remotely employed staff and office workers, providing for changes in rules and forms of control, communication.

**Figure 4.** Assessment of the level of motivation under different labor organization rules



who remained highly motivated were working at those enterprises that can balance work and rest. According to the respondents, those companies complied with the best schedule, choose optimal working standards, promote job creation (Figure 4), and took into account the needs of employees, as well as reorganized activities according to the current situation, ensuring the ability to achieve results and goals without harming staff health or increasing control and the number of tasks. This only confirms the authors' hypothesis that the level of motivation of employees depends on considering their needs and interests and creating a system of fair remuneration for work.

The attractiveness for employees of mixed and flexible labor organization regulations is demonstrated by the results of the analysis of answers to the questions describing the content of measures implemented under a particular regulation (Table 2). For example, while the formal rules were limited to the types of protection, companies that introduced flexible regulations for remote work provided laptops, installed all necessary software, organized transportation, and paid for COVID-19 diagnostics.

Comparing the data in Table 2 with the results of the research on the motivational profile, it becomes obvious that the management of the companies tried to take into account the motives of

employees, especially in terms of safety, and balance of life and work. It is this approach that has allowed such companies to make the transition to new socio-economic realities as "softly" as possible.

At the same time, the respondents noted that it is preferable to reimburse the costs of electricity and Internet connection and not just the depreciation of equipment if it was provided by the labor process and the contract. It should be noted here that despite the Recommendations of the International Labor Organization on work from home No. 184 dated June 20, 1996, there are no mechanisms and rules for such calculations in Ukraine. That is why companies did not provide such compensation to employees.

Among the shortcomings of the organization of labor during the pandemic, workers noted the following: dissatisfaction with unresolved issues regarding the use of working time and its distribution, as well as with strengthening control over work. Thus, 56.4% of respondents noted a significant increase in the volume of work when working remotely, 73.3% of respondents noted that the number of tasks had increased, and therefore almost 90% of respondents noted a lack of time for rest. The need to work longer hours was noted by almost half of the respondents, which is associated with an increase in routine work (66.4% of respondents) and the inability to organize work at

**Table 2.** Proposed additional measures to preserve the health of employees under different labor organization regulations (frequency of these measures in the answers of respondents), %

Source: Developed by the authors based on the survey.

The name of the measure	Formal regulations	Non-standard regulations	Mixed regulations	Flexible regulations
Payment by a company for COVID-19 diagnostics	34	46	92	83
Equipping the workplace outside the company (providing a laptop, and other technical tools)	29	12	37	56
Modes and channels of communication are defined during the introduction of remote employment,	0	23	64	77
Introduction of additional social guarantees and financial assistance in case of an employee's COVID-19 illness	15	76	85	61
When introducing remote employment, the rules of work control are stipulated and regulated	0	17	54	30
If work in the office is required, the transportation of employees is organized, or compensation is provided for the transport	15	9	13	82
The labor standards have been revised taking into account the peculiarities of the work	21	12	32	46
Personal protective equipment (masks, gloves, etc.) is provided free of charge	100	100	100	100
No changes have been made	0	0	0	0

home due to family circumstances (52.3% of respondents). It was also noted that the employer could not organize definite work schedules (23.7% of respondents) and required extra time to fill out documents, the need for which employees did not understand (37.8% of respondents). Other shortcomings were also noted: when remote work was introduced, no relevant changes were made to employment contracts regarding the determination of the time of mandatory contact (communication) with management and other employees; workers often complained about the increase in intensity and volume of work compared to the standard format of work (office work). All this led to a decline in staff motivation (32.4% of responses).

Unfortunately, a study conducted at the beginning of 2022 (the war had already begun) showed an increase in negative trends due to unaccounted for changes in labor organization regulations. Experts noted that the intensity of labor increased because an increasing number of employees could not organize a workplace when they were forced to move to safer regions. There is also a significant increase in the loss of interest in work (more than 75% of respondents). 91.5% of respondents complained about the lack of psychological support from the employer; some respondents noted discomfort due to the lack of knowledge and skills to work with the new software in remote employment. Based on the results of the survey, the vast majority of companies suffered a decline in work efficiency due to shortcomings in the regulations for labor relations. Therefore, effective personnel management involves primarily addressing the formalization of labor relations in conditions of uncertainty, including epidemics or other unavoidable factors of instability.

Thus, to determine how much any labor organization regulation suits the current situation, the following key characteristics were identified: the impact of the regulation on material well-being, labor safety, and efficiency, psychological well-being, as well as compliance with the production and labor regulations, adaptability to changes in the external environment, the degree of work digitalization. In addition, according to the recommendations of the experts, characteristics such as the coverage of personnel by labor regulations (are the regulations cover all categories of personnel, is there any dis-

crimination), which indicates a unified approach and a transparent management environment, and control limits (whether control covers the activities of personnel and what are the limits of such control), which demonstrate the degree of trust of management in the staff. These characteristics, when all of them get top scores, assert that the studied labor organization regulations are adaptive and the most effective on the market despite instability.

Table 3 shows the data grouped to assess the effectiveness of regulations for the organization of labor during unstable conditions (2021–2022).

At the same time, the integral (cumulative) indicator of the effectiveness of a particular labor organization regulation will be a weighted average of the total value of the indicators and, accordingly, will give:

- For formal regulations – 0.70;
- For non-standard regulations – 0.53;
- For mixed regulations – 0.65;
- For flexible regulations – 0.74.

Thus, for the current situation, characterized by a high degree of instability, the most acceptable for the organizations under study are flexible regulations that adapt the rules and forms of control to the current situation and change approaches to the motivation of the staff (psychological support) and provide opportunities to secure workplaces.

The received data on problems in the organization of labor processes show that when introducing remote work, it is necessary to set priorities correctly and regulate social and labor relations with each employee, as well as with the team as a whole, according to the law. This is implemented through the introduction of a company's labor organization regulations.

The regulations for the organization of work in remote employment may not require online work daily, it is necessary to discuss and amend employment contracts regarding the mode of work. Thus, it is possible to provide mixed regulations for the organization of work where the working time is divided into parts: work remotely and work in the office; or full transfer to remote employ-

**Table 3.** Initial data for assessing various labor organization regulations

Source: Developed by the authors based on the survey.

The name of the characteristic	Formal regulations	Non-standard regulations	Mixed regulations	Flexible regulations	Standard (ideal values)
Material well-being, points	6	5	7	7	10
Occupational safety, points	5	9	8	8	10
Labor efficiency, points	8	4	6	7	10
Regulation of labor	All categories of personnel are covered	Partial	Partial	Partial	All categories of personnel are covered
Control limits	Defined	Not defined	Not defined	Defined	Defined
Compliance with the production regime and regulations	Complete	Complete	Complete	Complete	Complete
Accounting for changes in the external conditions by regulations (safety requirements, different time zones)	Partially	Partially	Partially	Fully	Fully
The degree of work digitalization	Average	Average	High	High	High
Psychological well-being, points	7	4	6	7	10

*Note:* The table shows the answers and experts' assessments of the indicated characteristics of the regulations averaged over two surveys. An evaluation scale was proposed for a numerical indicator, one that can be evaluated, from 0 (unsatisfactory assessment of the indicator, the absence of any regulation) to 10 points (the most positive result, full satisfaction with the level achieved); for descriptive characteristics, a scale for translating values is adopted: 1 – the existence of regulations for all categories of personnel, full consideration of changes of the external environment in the regulations (their focus on maximum safety of workplaces), full compliance of labor regulations with the production process, digitalization of all management and production processes; 0.5 – partial accounting for changes, incomplete digitalization of processes, limited opportunities to ensure the safety of the workplace, some inconsistencies in production and labor processes; 0 – the absence or inconsistency of the regulations with the production process, the existing challenges of the external environment.

ment with the requirement to come to the office if necessary, etc. But in any case, the work schedule must be agreed upon by the employee and management and written in the annex to the employment contract.

As the practice and the survey results show, when developing work schedules, it is important to follow the recommendations for a definite regulation for the time of the start of work, its completion, and breaks, including technical ones; set hours of “mandatory connection”, because many employees complain about the unregulated increase in the working time during remote employment, which affects their ability to work and motivation. It is equally important to take into account the amount of psycho-emotional and physical stress on employees when choosing and setting technical breaks. In particular, prolonged sitting at the computer negatively impacts the speed of information perception, so it is desirable to set, at least every two hours, short 10-15-minute breaks with the obligatory change of the nature of work.

The necessary component of the regulations on the introduction of remote work provides for the definition of rules, regulations, channels, and formats

of communication during remote work. On the one hand, to close the communication gaps, some teams are setting up messaging platforms, where everyone, regardless of physical location, can discuss problems in real-time chatbots (Danylevych et al., 2021). It is also appropriate to use cloud platforms for documents (for example, Office 365) so that everyone can work with them or other services. Companies can use Zoom, Meet, and other platforms. But for “full contact”, it is necessary to agree that all employees switch the camera on because otherwise there might be a feeling of alienation, withdrawal from employees, or non-involvement of subordinates in working with the manager.

The next important component of the regulations for the organization of work in unstable conditions is the regulation of the control function, namely, determining the method and frequency of control, as well as the ways of result evaluation, etc. When the pressure from uncertainty increases, strict control over the work of employees will mostly have negative consequences, such as depression or decreased motivation. To avoid this, it is necessary to distribute the tasks among employees, determine the result, and outline deadlines. It is better to control just the results of work. If the

term of performance of work is considerable (more than half a year), then introduce an intermediate control of results. This can be a presentation of operational information (its demonstration, brief annotation, etc.), or automatic tracking of employee actions in the company's automated system (with progress assessment).

In addition, to control, the remuneration and motivation of work are also part of the regulations for work organization. Even if wages remain the same, regardless of whether a person has switched to working remotely or not, the motivation must change somewhat. In particular, under uncertainty, it is desirable to focus on the psychological support of employees, to prefer "small" joys, rather than honors once a year. For example, as a feeling of alienation is exacerbated in a stressful situation, it is necessary to demonstrate and design an atmosphere of security in the company: verbal support from the employee, the possibility of anonymous conversations with psychologists, training games to strengthen confidence, etc.

Thus, the obtained results confirmed the initial hypotheses, since, regardless of the field of activity, companies were forced to adapt to new challenges and change the regulations for the organization of labor. Also, taking into account the human factor in the development of such regulations made it possible to neutralize the negative effects and risks of uncertainty during the time of war, therefore, they are fundamental for the optimal organization of labor.

## 4. DISCUSSION

The results obtained in no way contradict the already existing studies (Smaliichuk et al., 2021), they just specify the real steps necessary to properly organize labor in companies. Also, this study considers the results of analytical research by the Razumkov Center (Pyshchulina & Markevych, 2022), surveys by Deloitte Ukraine and the American Chamber of Commerce in Ukraine (Deloitte Ukraine, 2022), and also confirms the conclusion regarding significant problems in regulating communications within the company and ensuring the material and psychological well-being of employees. Previous studies of the effectiveness of the regulation of labor in were sup-

plemented with the substantiation of the criteria for grouping labor organization regulations, the definition of their main characteristics, taking into account the expansion of fields of activity (i.e., labor different in nature and content). The evaluation of the data obtained allowed you to confirm the preliminary conclusions that the results allow us to state that flexible labor organization regulations are preferable for the selected segment of the economy.

At the same time, there are some limitations in applying the results of the study, because the ability to extend the data obtained to other sectors of the economy, for example, industrial enterprises, banking, and transport, is limited, since there is no reliable statistical data for comparison and access to information on social and labor regulations. Unfortunately, in Ukraine, the majority of large industrial, oil and gas, energy, and transport companies are joint-stock enterprises where the main shareholder is the state. Therefore, despite a wide array of open information available in industry agreements, the issues of organizing labor processes are generally reduced to references to the legislation of labor of the country. Consequently, the influence of external factors on the choice of regulations for the organization of labor, and the structure and content of the relevant document is a framework for such enterprises and requires a deeper study. At the same time, trade, consulting, and entertainment spheres are mostly private businesses; they are more customer-focused and dynamic. It is likely that this factor also influenced the fact that these companies were able to be more flexible in selecting the type of organization of work regulations. Therefore, the data obtained should be verified before being applied to other sectors of the economy.

The extreme situation in the country during the study is also a limitation of the author's methodology. War is always a disaster not only for business but for everyone (Clifford et al., 2020), therefore, it is possible to assess how much companies have adapted and how much they have been able to retain human capital only after the end of the war. Still, the hypothesis about the influence of external factors of instability on the choice of labor process organization regulations is confirmed (The World Bank, 2022).

There are prospects for subsequent research by increasing the number of participants and expanding it to other areas of economic activity, which will make it possible to develop universal approaches to selecting the types of regulations and create standard provisions for labor organization regulations. At the same time, the “flexible” part of the regulations will be collected and summarized, which will be most applicable to certain

conditions and companies. Such systematization and generalizations are extremely important not only for Ukraine, but also for countries whose economies are in crisis and whose political situation is unstable. This will allow, with liberal approaches to the regulation of the labor market, to preserve human capital and create sufficient conditions for improving labor safety and social dialogue.

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## CONCLUSION

Based on the purpose of the study, the search for the most effective labor organization regulations in the face of increasing external risks, surveys were conducted. The current regulations for labor organization in companies in the creative industry and services were studied and systematized in Ukraine. Labor regulations were classified according to key performance indicators of labor organization, which made it possible to specify the “problem areas” in personnel management. The analysis revealed that companies that implemented flexible labor organization regulations are the most adapted to the challenges of uncertainty. It was noted that the increase in the flexibility of regulations for labor organization was largely achieved through a shift in the emphasis from strict labor standards to a balanced workload, reviewing the working hours, and accounting for the social needs of personnel. The formality and high bureaucracy of processes inherent in the traditional regulations for labor organization lead to the low efficiency of companies.

The results of the study confirmed the hypotheses regarding the primacy of external factors of instability for the choice of labor organization regulations and the cumulative effect of “problems” when the regulations do not correspond to the challenges of the socio-economic environment. It should be emphasized that for organizations in the studied sphere of the economy, a deterioration of the indicator of the psychological well-being of employees is characteristic, not only due to conditions of war in the country but also through the inconsistency of labor organization regulations with the current situation. Therefore, the next steps to improve regulations for labor organization are associated with increased flexibility through well-being tools.

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