

SECTION 5. PSYCHOLOGY OF ACTIVITY IN SPECIAL CONDITIONS

5.1 The influence of psychoemotional factors on the workingness of industrial and production personnel of the enterprise in the conditions of war

In the current conditions of war, a significant number of problems hinder the effective and stable operation of Ukrainian enterprises, including the psycho-emotional state of employees who must organize and plan their activities and behavior in martial law situations with adequate response.

The labor behavior of each worker in wartime should reflect the holistic system of his work and the corresponding feelings, which largely depend on his ability to work, i.e. socio-biological properties that characterize the ability to perform a particular job for a certain time with the required level of efficiency and quality [134, 135].

Many definitions of "working capacity" exist in the scientific literature [136], where some authors equate "working capacity" with productivity, while other authors understand "working capacity" as the maximum functionality of the human body to perform a particular job. The third group of scientists separates "working capacity" as productivity, efficiency and "capacity for work" as the psycho-physiological potential of the employee.

Thus, the effectiveness of human activity is determined by the level of his ability to work, which is characterized by a set of professional, psycho-spiritual and physiological qualities of the employee. The working qualities, first of all, include his knowledge and professional competence; to psychological - character, abilities, interests, faith; to physiological - fatigue, stress, psychological stress.

It is the ability to psycho-physiological action determines the efficiency of the organism, which consists of the conversion of one type of energy into another and is determined by the following factors:

- general health;
- muscle strength and endurance;
- bioenergetics' processes and reserves of the organism;

- mental functions.

In general, the working capacity of the worker depends on his age and sex, as well as on the socio-economic conditions of life and work.

It is clear that every head of the company during martial law has an idea how to optimize the efficiency of employees. Yes, highly motivated employees always strive to find the point of optimal performance, but due to such a psychological factor as increased concern for their own lives and the lives of loved ones, they are underworked and thus reduce their own productivity. Even workers who are in a zone of relative safety at work hear the only sound that the ear is tuned to - the sound of an air alarm. It causes negative emotions, nervous stress, which dulls other sensations, burning out the old neural connections that brought joy and the need to work to our brains. Therefore, for production in critical conditions, it is advisable to maintain average productivity with average capacity for work, but at the level of professional competence.

The level of extensive use of labor, labor intensity and technical and technological state of production also affect the level of productivity in the enterprise [137].

The modern worker must quickly and painlessly adapt to constant changes in social conditions and forms of communication, while preserving life and positive internal psycho-energy potential and harmony of the individual in an unpredictable fierce war.

Today, the psycho-emotional and physical strain caused by hostilities in Ukraine causes workers not only various types of fatigue, but also excessive mental stress and behavior change.

Temporary changes in the physiological and psychological state of workers occur as a consequence of this, which manifests itself in the form of [136]:

- reduction of efficiency and endurance, which is manifested in an increase in the number of errors in the performance of work;
- errors in performing precise movements with little muscular effort;
- reduction of the general working capacity and endurance of the musculoskeletal system, which is manifested in the increase of reaction time,

slowing down of the speed of working reactions and reduction of muscular effort;

- failure of the employee to receive positive signals, which leads to errors and accidents.

Even more harmful and disorganization in modern conditions of war is caused by psychological stress, which is caused by an increase in dead children, women and simply civilians.

In these circumstances, the employee must both psychologically and physically mobilize himself to work in order to further perform work tasks and return to a stable functional working state [138]. This is significantly influenced by the personal traits of the employee who are different for each person. They influence his professional activity, relationships with the environment, methods of action, etc.

The mental state of each employee depends on the depth of awareness of the obligation and responsibility for the fulfillment of their professional duties. Practice shows that when a person is deeply aware of civil and social duty, as well as responsibility for the case, then he has positive mental emotions. In turn, the sense of obligation is formed and fixed through certain mental states.

Positive forms of mental states occur when a person reaches a high level of hardening. Negative forms are often the result of lack of hardening or emotional strain that occurs during hostilities. The behavior of many people in extreme situations changes, there are involuntary reactions of the body in response to an unusual situation. Almost everyone in difficult conditions of war has an overstrain of the psycho-emotional sphere. Therefore, one of the most effective ways to help employees achieve this goal is to explain to them how emotions associated with nervous system excitation can lead to stress or depression.

Emotions play the role of regulators of human communication, as a person from birth is prepared for communication with other people through emotions, who continue to play the most important regulatory role in his contact with others throughout life. The essence of human emotions determine the properties that characterize its attitude to events, surrounding people and themselves [139].

It is the penetration into the world of human experiences in the sense of security that helps to understand the particular event that is happening now. Understanding the nature of the experiences means understanding how this person is perceived by the world in general, how this world affects the development and formation of his personality. The ability to understand and take into account experiences is one of the important conditions for the effective work of the modern leader. It is only possible to find out how a person affected a person or another event if it is possible to understand the nature of her experiences.

For the emotional well-being of the employee in war conditions, it is also important in which team he works. His emotional well -being is increasingly dependent on the following factors:

- the place of the employee in the team;
- a sense of equality among others;
- authority among employees.

Emotionality as a stable property of person characterizes many features and features [140].

It is known that the moods of some people are unstable, quickly changes, in others - the experiences are strong and long. Comparison of several employees helps to reveal such major differences in their emotionality as the quality of their emotions. The significant role now belongs to the heads of enterprises, who are also different, some - friendly, able to empathize, intolerance to injustice, others are indifferent to other people's pleasures and annoyances, and others can be abused. These latter traits are related to the moral characteristics of the person and relate to meaningful emotional properties.

If the leader is prone to positive emotions, has optimistic perception of reality in the conditions of war, unity with all Ukraine, including harmony with himself, self-confidence, adaptability to life, then he is emotionally stable, not lost in difficult situations, and results In such circumstances, the work is not deteriorated. Now the manager should be active, cheerful, have high self -esteem and self-regulation.

Today, people are prone to the experience of negative emotions of anxiety, sadness, fear for their own lives, life of children and relatives, they do not have a sense of complete inner harmony, merger with the world. This is associated with a sense of internal nervous tension. Negative emotions, especially anxiety, are associated, first and foremost, with failures in communication. Therefore, such people are characterized by separation, concealment from the surrounding thoughts and feelings. At the same time, they feel the urgent need to speak, to find supporting support. Such people, on the one hand, avoid wide contacts, are ashamed in an unfamiliar team, but on the other hand, they show activity and initiative in choosing partners of a narrow, emotionally comfortable circle of communication. As for people positively emotional composition, communication for them is an urgent need and an inexhaustible source of positive emotions.

The experience of experiencing negative emotions in people of negative emotional composition contributes to the development of self-analysis, as well as a detailed analysis of modern events, conditions of activity, ways of its fulfillment and their capabilities. However, this is inherent in the usual conditions, where you can predict, prepare, and insure. The unexpected change in the usual living conditions, and even more so difficult situations that are now related to the death of people, lead to a violation of well-established ways of activity and deterioration of results achieved in production.

People who are prone to anxious negative emotions have low self-esteem. Dissatisfaction with the results of the activity is the internal engine that constantly encourages them to improve. Everyday activities aimed at approaching victory are an area where people of negative emotional composition have the opportunity to reduce negative emotions by ensuring good results of their own activity.

The meaningful features of emotions are formed under the influence of the environment. Dynamic and qualitative features of emotionality do not determine whether a person will be emotionally responsive, responsive to the sadness and joy of loved ones, whether their emotional feedback on the events of the surrounding life will have a strong moral beginning. Obviously, it is easier to form the ability to empathize

with those people who have anger and fear in the arsenal of their emotions. Thus, emotional vulnerability is a favorable basis for the formation of sensitivity, kindness than phlegmatic.

The working capacity of the workers of the enterprise in the conditions of war depends not only on the organization of their activity, equipment means of production, working conditions, but also on interpersonal relationships, psychological compatibility, and cohesion and management styles on the side of management. That is, organizational and management conditions are directly related to the socio-psychological climate in the team, since interpersonal interaction of employees occurs through a system of their production relations, which are based on the administrative and legal basis of the enterprise.

The moral and psychological mood of employees of the enterprise is manifested in relationships formed on the basis of objective and subjective relationships between them. With direct contacts, all relationships between workers in martial law acquire emotional coloring, which is determined by value orientations, moral standards, personal interests of workers in the shortest end of the war.

The most effective method of teaching people to control their emotions, stress and anxiety in the conditions of war is to develop confidence in their own strength. To this end, it is advisable to use the creation of a positive environment and the education of constructive attitude to mistakes and failures. An effective approach to increased confidence in your own forces is the creation of a positive environment that affects the employee's emotional state.

The nature of the work, such as neuromuscular and mental overload, intensity of healthy and auditory analyzers under the influence of air anxiety or explosion lead to nervous fatigue, which weakens the psyche, dulls attention and vigilance, disrupts the perception of what is happening, reduces the analysis of changes in circumstances and action. This further increases physical and moral fatigue, which, first and foremost, affects the human psyche. That is, the human factor, namely its moral and subjective characteristics include emotional and volitional qualities, temperament, tastes, preferences, which determine human behavior in the sphere of production and life.

Based on this, the state of mental readiness of a person to work in conditions of war should include the following components:

- optimal level of emotional arousal;
- sober self-confidence;
- ability to control personal behavior in extreme situations of martial law;
- high resistance to obstacles to adverse external and internal influences;
- the desire to fight to the end for victory and for better results.

Thus, today the head of the enterprise should be a professional, rational person who has stable advantages and seeks to maximize their own benefits in the face of uncertainty of information, limited choice and evaluation of alternatives arising in the context of hostilities.

Knowledge of the laws of human perception, taking into account the public mood, tastes and preferences of potential consumers, the ability to overcome tensions and conflicts in interpersonal relationships is equally important for personnel management in real conditions of brutal war. Understanding these shortcomings requires guidance in finding and identifying management reserves, which also include reflexive and psychological aspects of management [141-143].

Reflection is a kind of mechanism of interaction between two subjects of management (control system), which can simultaneously act as an object of control (controlled system), and the perception of the subject (construction of the image) of the object, which depends on action or complete the subject's reactions to this object [142].

In the aspect of dialectics of reflexive processes in the enterprise, the manager of any unit uses the appropriate tools of reflexive management, which includes: cognitive (cognitive) components; subjective attitude, colored with sensations, that is, affective (emotional) components; *conatus* (effectively dynamic) components.

Consideration in the process of making managerial decisions by the head of the psychological mechanism of change of individual consciousness (personal reflection), based on personal abilities, leads to significant qualitative changes in his activities, analysis of personal activity, personal actions, self-control, further self-development and more effective ways of forming his business reputation.

It takes time to recover emotionally, physically and psychologically, and return to habitual performance in post-war conditions, in all areas of life.

Therefore, today the management of enterprises should remember that normal working conditions are a factor in improving productivity and working capacity and achieved by both organizational and technical measures and factors that affect the physiological state of the worker's organism and its mental processes, which include socially socially-psychological climate in the team, in the country, housing conditions, moral and material incentives, etc.

Specific production conditions of workers during hostilities are determined by the combination of various psycho-physiological, sanitary and hygienic factors that affect the body's response, the level of comfort of its work.

Today, a person's mental tension mainly affects his central nervous system. Fatigue reduces working capacity, which, in turn, is ensured by the physiological factors of human labor activity for a certain period of time.

Each type of work activity of employees corresponds to certain physiological, psycho-physiological and psychological qualities of a person, but it should be remembered that only in the complex correspondence of human properties to the peculiarities of a particular work activity is possible effective work.

Therefore, the modern leader must deeply master the scientific principles of management. He should know the basics of psychology and use them in his practice. Now the main purpose of education of emotions is to form a positive attitude to life, which does not exclude the education of adequate negative emotional feedback on the events of today, which deserve negative relationships to enemies. Everyone in war should be emotionally responsive. The ability to sympathize, empathize, understand another person is formed in conditions that constantly give samples of moral behavior of Ukrainians around the world. It is necessary to emphasize the value of such properties as optimism, cheerfulness, emotional stability, so the success of the modern team will depend on how fully the individual emotional features and interests of each member of the team are taken into account in the conditions of fight against the enemy.