

21. Tetyana Skrypko, Bohdan Danylyshyn, Yosyf Khromyak, Rostyslav Bilyk, Nazariy Popadynets, Vitaliy Zapukhlyak, and Dariusz Sala. Effects of Regional Smart Transformation. Management Theory and Studies for Rural Business and Infrastructure Development. Volume 45 (2023): Issue 4 (December 2023) <https://sciendo.com/article/10.15544/mts.2023.41>

22. Skydan, O., Dankevych, V., Garrett, R.D., & Nimko, O. (2023). The state of the agricultural sector in Ukraine during wartime: The case of farmers. Scientific Horizons, 26(6), 134-145. doi: 10.48077/scihor6.2023.134

DOI 10.33111/vz\_kneu.35.24.02.12.082.088

УДК 331.5

**Стожок А. Ю.**

аспірантка кафедри соціоекономіки та управління персоналом,  
Київський національний економічний університет імені Вадима Гетьмана  
e-mail: stozhokalina@gmail.com

ORCID: <https://orcid.org/0000-0002-1315-7854>

## КЛЮЧОВА РОЛЬ СОЦІАЛЬНОЇ МОБІЛЬНОСТІ ПЕРСОНАЛУ ПІД ЧАС ВІЙНИ

**Stozhok Alina**

PhD Student of Socioeconomics and Personnel Management Department,  
Kyiv National Economic University named after Vadym Hetman  
e-mail: stozhokalina@gmail.com

ORCID: <https://orcid.org/0000-0002-1315-7854>

## THE PIVOTAL ROLE OF THE EMPLOYEE SOCIAL MOBILITY DURING THE WAR

**Анотація.** У статті охарактеризовано чинники, які слугували підґрунтям для змін у процесах соціальної мобільності працівників, такі як кризи, революції, політичні зміни, пандемія, війна. Проаналізовано показники України у розрізі складових індексу глобальної соціальної мобільності, що дає підстави для необхідності розглядати соціальну мобільність персоналу як одну із складових розвитку країни, яка нині є актуальною у зв'язку з вторгненням Росії. Обґрунтовано особливості соціальної мобільності для працездатних осіб, зважаючи на гендерну складову у структурі вимушено переміщеного українського населення. Розглянуто фактори впливу на соціальну мобільність працюючого населення у декількох часових вимірах, а саме: за часів довоєнного та допандемічного розвитку країни, який характеризувався економічною нестабільністю та політичними змінами, під час пандемії COVID-19 та у період повномасштабної війни на території України. Проведено ґрунтовний аналіз нових суб'єктів ринку праці та ідентифіковано важелі впливу на соціальну мобільність нових суб'єктів ринку праці, залежно від категорії їхньої вразливості. Детально розглянуто складові чинників соціальної мобільності вимушено переміщених осіб працездатного віку, як за кордон, так і у межах України, виокремлюючи серед них знецінення людського капіталу, мовний бар'єр, перешкоди на шляху до працевлаштування, психологічну втому, складнощі соціально-психологічної адаптації, дефіцит «чоловічої» робочої сили, переривання трудового та страхового стажу, погіршення фізичного та ментального здоров'я, матеріального становища, ризик розпаду родини. Досліджено фактори впливу на соціальну мобільність працівників, які втратили працездатність внаслідок бойових дій, та акцентовано увагу на ймовірності соціальної

ізоляції, неможливості повного або відсутності працевлаштування загалом, порушенні соціальної підтримки між поколіннями, труднощах прийняття ситуації, погіршенні фізичного та ментального здоров'я, втраті соціального капіталу. Висвітлено переваги та недоліки соціальної мобільності працюючого населення та наголошено на важливості її ролі для відбудови країни та збереження наступних поколінь шляхом соціального включення всього населення та підтримки осіб, які її потребуватимуть.

**Ключові слова:** соціальна мобільність, працівники, людський капітал, соціальні ризики, соціальний захист.

**Abstract.** The article describes the factors that served as the basis for changes in the processes of social mobility of employees, such as crises, revolutions, political changes, pandemics, and war. The article analyses Ukraine's indicators in the context of the components of the Global Social Mobility Index, which gives grounds for the need to consider the social mobility of personnel as one of the components of the country's development, which is currently relevant in connection with the Russian invasion. The article substantiates the peculiarities of social mobility for able-bodied persons, taking into account the gender component in the structure of the internally displaced Ukrainian population. The factors influencing the social mobility of the working population in several temporal dimensions are considered, namely: during the pre-war and pre-pandemic development of the country, which was characterised by economic instability and political changes, during the COVID-19 pandemic and during the full-scale war on the territory of Ukraine. A thorough analysis of new labour market actors is carried out, and levers of influence on the social mobility of new labour market actors are identified, depending on their category of vulnerability. The author examines in detail the components of the factors of social mobility of internally displaced persons of working age, both abroad and within Ukraine, highlighting among them the devaluation of human capital, language barriers, obstacles to employment, psychological fatigue, difficulties of social and psychological adaptation, shortage of «male» labour force, interruption of labour and insurance record, deterioration of physical and mental health, financial situation, and the risk of family breakdown. The factors influencing the social mobility of workers who lost their ability to work as a result of hostilities are investigated, with a focus on the likelihood of social isolation, the impossibility of full or no employment in general, disruption of social support between generations, difficulties in accepting the situation, deterioration of physical and mental health, and loss of social capital. The article highlights the advantages and disadvantages of social mobility of the working population and emphasises the importance of its role in rebuilding the country and preserving future generations through social inclusion of the entire population and support for those in need.

**Key words:** social mobility, employees, human capital, social risks, social protection.

JEL codes: J620.

**Statement of the problem.** The processes of social mobility of the working population have become unprecedentedly important due to the effects of the COVID-19 pandemic and Russian full-scale invasion. The flows of forced migration, ongoing active hostilities, relocation of businesses and personnel, and the destruction of civilian infrastructure have provoked an increase in social inequality, which is the basis for ensuring the effectiveness of social mobility. Therefore, the issues of restoring and accumulating human and social capital, realising social rights, implementing the principles of inclusiveness and human centredness, social cohesion

and supporting and securing future generations are key aspects of the country's strategic reconstruction programmes.

**Analysis of the latest studies and publications.** Social mobility is a process that is closely studied by the scientific community in the domestic and foreign spheres. Therefore, the problem of mobility of the working population is the subject of research by many domestic scholars, such as A. Kolot [1], Yu. Marshavin [2], E. Libanova [3], O. Kupets [4], L. Lavrynenko [5], I. Petrova [5], S. Voloshyna [6], M. Bil [7]. It is worth noting that Kolot [1] examines labour market mobility processes from the perspective of the impact of the COVID-19 pandemic through the introduction of remote employment, Marshavin [2] focuses on strengthening the role of social dialogue to overcome the effects of the pandemic on the labour market, in particular employment problems, Libanova [3] studies the migration mobility of Ukrainians as a social elevator that improves the quality of life, and Kupets [4] proposes to consider the issue of skills matching and the importance of their development for employee mobility, Lavrynenko and Petrova [5] study the processes of employee mobility through enhancing educational mobility and applying a strategic approach to managing creativity and flexibility in order to increase employment, Voloshyna [6] characterises mobility as labour mobility, which is determined by external and internal staff movements, and Bil [7] highlights the processes of spatial mobility of the population in the context of human capital development. Notwithstanding the topicality of social mobility, the theme of enhancing the employee social mobility requires in-depth study aiming at accumulation of human and social capital in the light of country recovery and the safeguarding of future generations.

**The purpose of the article** is to determine the role of the employee social mobility during the full-scale Russian invasion and analyze the processes that influence the labour market and its entities.

**Presentation of the main material.** The topic of social mobility has been relevant since independence, as the concept of social mobility has been shaped by both national and global crises, revolutions (the Orange Revolution and the Revolution of Dignity), political changes (elections), the COVID-19 pandemic, and the war that began with the partial occupation of Ukrainian territories in 2014 and the full-scale invasion of Russia in 2022.

It is worth to emphasize that Ukraine, like other countries, is required to provide information for the international ranking of socio-economic development. One of these indicators is the Global Social Mobility Index. According to the Global Social Mobility Index data as of 2020, despite the COVID-19 pandemic, Ukraine had 67th rank out of 197 countries (Figure 1).

In terms of the Global Social Mobility Index pillars, Ukraine had the best performance in social protection — 23rd rank out of 70 scores (Denmark ranks first with 90 scores), and fair wage distribution — 20th rank with 64 scores, that is 24 scores less than Belgium, which leads the ranking. Despite the achievements Ukraine lags behind in such pillars as technology access — 64th rank with 62 scores, and inclusive institutions — 79th rank with 41 scores (Figure 2).

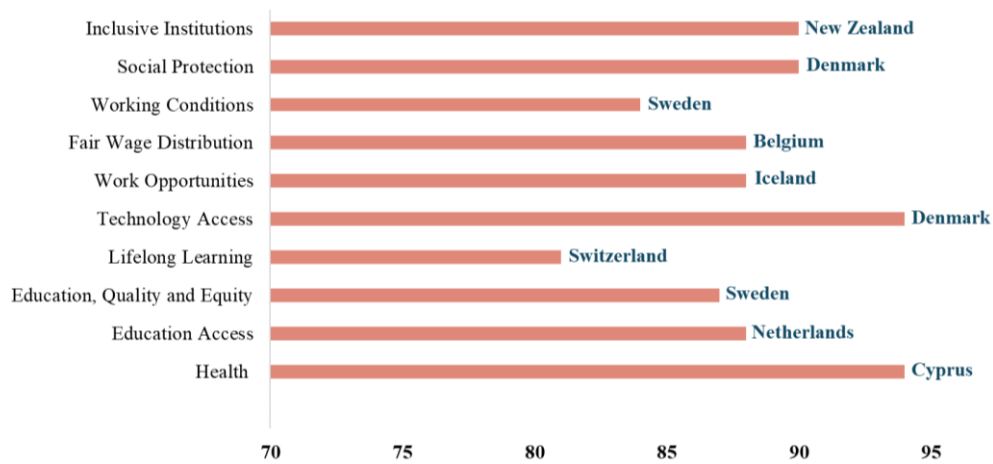


Figure 1. Countries at the top of the ranking and their scores accordingly to the pillars

Source: author's development [8]

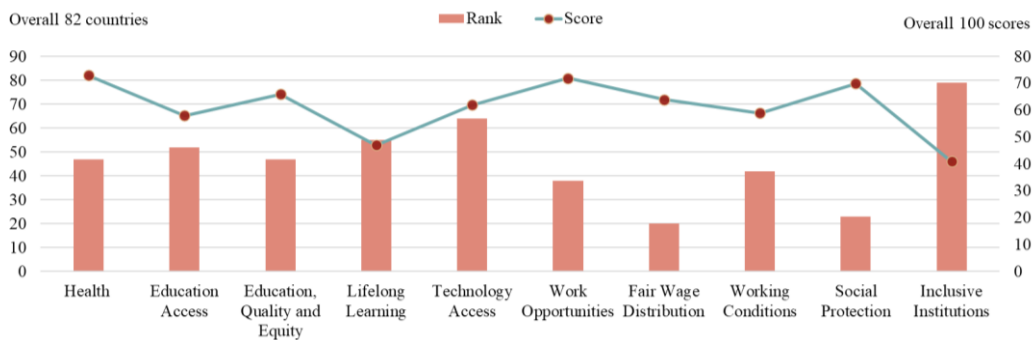


Figure 2. Pillars of the Global Social Mobility Index of Ukraine as of 2020, rank and score

Source: author's development [8]

This suggests that social mobility should be considered as one of the components of the country's development, which is now extremely relevant in the context of Russian invasion. While studying this phenomenon, it is worth emphasising that social mobility of the Ukrainian population has its pros and cons, as many displaced persons are women and men of working age. However, if social mobility should be considered before the war and pre-pandemic times, it characterised by economic instability and political changes, the main basis for it is wages, career prospects, educational and qualification opportunities, social justice, elimination of asymmetry in regional labour markets, growth of labour productivity, improvement of the quality and standard of living, development of human capital, and improvement of material situation.

Even though Ukraine has withstood the effects of the pandemic, it has nevertheless made changes to social mobility. Thus, the main reasons that have

changed social mobility are the preservation of wages, financial stability, health, structural changes in the labour market, and the cessation of the functioning of certain business sectors. While the COVID-19 pandemic has had negative consequences for society, it has also given rise to new forms of employment (remote, online, a combination of both) and education (online, dual education) and the digitalisation of society, which has strengthened social mobility processes.

However, the war has made significant adjustments for both domestic workers and those persons of working age who were forced to leave the country. Therefore, the main factors of employee social mobility are safety, protection, preservation of one's own health and that of loved ones, development of children, maintenance of financial status, and availability of housing (Figure 3).

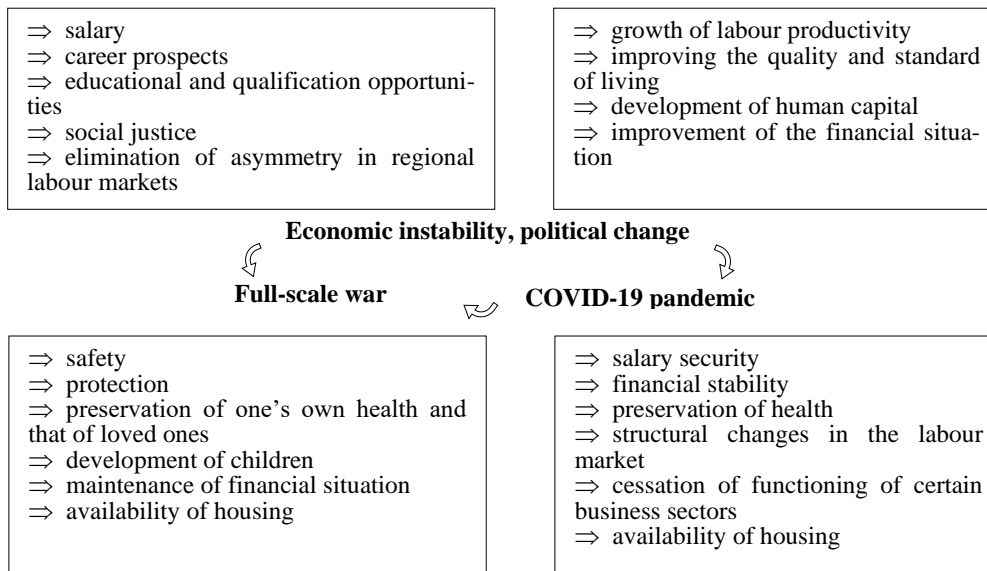


Figure 3. Factors influencing the employee social mobility

Source: author's development

Furthermore, the most important matter is that the war has given rise to new labour market entrants: persons who left Ukraine, internally displaced persons, war veterans with different physical capacities to work, people with war-related disabilities, people caring for war veterans with war-related disabilities, and mobilised persons (compulsory and voluntary).

Regarding the first two categories, an interesting fact is that not all persons of working age benefit from social mobility, except for safety and security, as a small percentage of displaced persons have preserved their financial situation by starting their own business, integrating into the market (official employment), and finding a job that matches their qualifications.

Significant obstacles to employment, according to qualifications, in host countries are lack of language skills, although according to the law, a displaced worker must

have B1 language skills in the host country, in fact, companies and organisations require C1 skills, lack of a European higher education diploma, formal access to the labour market, but lack of willingness of companies to hire Ukrainians due to unpredictable risks, especially with regard to short-term residence permits, requirement for a clear match between qualifications and position, and the concept of «overqualified».

This indicates the depreciation of human capital due to the lack of employment opportunities that match qualifications, psychological fatigue, and interruption of employment and insurance record.

An important aspect of social mobility is the adaptation of employees in a new place of residence, as the flexibility and speed of displaced persons will determine the positive outcome of social mobility. It is worth noting that since the beginning of the war, the total number of people who have left the country is 6.5 million, of whom 5.9 million are registered in Europe. The number of internally displaced persons is 3.7 million [9].

The war also gave rise to war veterans with different physical abilities to work (since only people of working age (25–48 years old) are subject to compulsory military conscription). In addition, a new category is persons with disabilities caused by the hostilities. This exacerbates the problems that were mentioned earlier and that were not properly addressed before the war, namely the issue of inclusion (Ukraine ranks 79th), which has been on the agenda since 2009, when Ukraine ratified the UN Convention on the Rights of Persons with Disabilities [10], retraining, education (although distance learning has its advantages and allows you to work from home, it creates social isolation, for example, there is only one university in Kyiv whose building meets the needs of people with disabilities, and it is difficult to determine the possibility of studying in other regions of Ukraine due to long-lasting hostilities).

It is also worth mentioning the increase in the working-age population with poor psychological health. Thus, because of the full-scale war, 68 % of the population has a critical state of psychological health and 26 % assess it as average [11]. For comparison, in 2016, 32 % of internally displaced persons in Ukraine suffered from post-traumatic stress disorder and 22 % — from depression [12].

The main task of social mobility of war veterans of working age is to provide them with opportunities to participate individually in the formation of their human capital, as well as to ensure the level and quality of life and shape their future. It is worth noting that before the war, there were 2.7 million people (6 % of the population) with disabilities in Ukraine [5], but now this figure will increase, which will require a review of all strategic programmes in education, healthcare, and social protection, considering the scale of the risk (Table 1).

Therefore, it is necessary to emphasize that there is a close relationship between the new labour market actors, which is why the risks of social mobility of employees may vary depending on the duration and scale of hostilities. This indicates the migration of subjects from one category of vulnerability to another. Accordingly, this requires further research into the need to revise the mechanism for providing social services and guarantees, taking into account the modernisation of the targeting principle, in line with the impact of new risks.

Table 1

## OBSTACLES FOR NEW ENTRANTS OF THE LABOUR MARKET

Entrant	Obstacles
Persons who left Ukraine	Depreciation of human capital, language barrier, obstacles to employment (lack of language skills, lack of a European higher education diploma, lack of willingness of enterprises to hire Ukrainians due to temporary stay, requirement for a clear match between qualifications and position, the concept of «overqualified»), psychological fatigue, difficulties in social and psychological adaptation, interruption of labour and insurance record, deterioration of physical and mental health, financial situation, risk of family breakdown.
Internally displaced persons	Depreciation of human capital, obstacles to employment (long job search time, insufficient number of jobs, need for retraining), shortage of male labour force, psychological fatigue, difficulties in social and psychological adaptation, interruption of labour and insurance record, deterioration of physical and mental health, financial situation, risk of family breakdown.
War veterans	Depreciation of human capital, obstacles to employment (need for retraining, reduced labour productivity, length of rehabilitation), psychological fatigue, difficulties in social and psychological adaptation, interruption of employment and insurance record, probability of social isolation, risk of family breakdown.
Persons with disabilities caused by hostilities	Depreciation of human capital, obstacles to employment (insufficient number of jobs, need for retraining, reduced labour productivity, length of periodic rehabilitation), psychological fatigue, difficulties in social and psychological adaptation, interruption of employment and insurance record, deterioration of financial situation, probability of social isolation, risk of family breakdown.
Persons caring for disabled veterans	Depreciation of human capital, impossibility of full or no employment, psychological fatigue, difficulties in accepting the situation, interruption of employment and insurance record, deterioration of financial situation, probability of social isolation, disruption of social support between generations, risk of family breakdown.
Mobilised (compulsory and voluntary)	Depreciation of human capital, psychological fatigue, difficulties in accepting the situation, interruption of professional experience, probability of deterioration of financial situation, deterioration of physical and mental health, loss of social capital, risk of family breakdown.

Source: author's development

**The conclusions.** To summarize, the concept of social mobility among employees carries both advantages and disadvantages. On one hand, it signifies enhanced career prospects, improved financial stability, and the potential for intergenerational advancement. On the other hand, it can precipitate feelings of social isolation, professional burnout, depreciation of human capital, and a lack of adequate intergenerational support. Thus, achieving a harmonious balance in social mobility becomes paramount in the task of national reconstruction.

Social mobility stands as the primary driver for the recovery and accumulation of human capital, pivotal for the revitalization of the country and the safeguarding of future generations. However, mere financial assistance falls short in ensuring its efficacy. What is imperative is a shift in management paradigms, one that encompasses an expansive vision of social mobility aligned with principles of inclusion and human-centricity. This entails fostering social inclusion across the populace and providing necessary support to those in vulnerable positions, all while upholding their social rights effectively.

## References

1. Kolot, A. M. (2021) Atomizatsiia zhyttievoho prostoru ta dyfuziia trudovoi diialnosti v umovakh koronakrzy: proiav, naslidky, vektory podolannia [Atomisation of the living space and dysfunction of the human body in the coronary artery: proiav, naslidky, vectors of podolannia]. *Sotsialno-trudovi vidnosyny: teoriia ta praktyka — Social and labour relations: theory and practice*, 11(2), 10–25. Retrieved from: <https://ir.kneu.edu.ua:443/handle/2010/38004> (accessed on 15 March 2024) [in Ukrainian].
2. Marshavin, Yu. M., Kytsak, T. H., & Vasylenko, A. O. (2022). Sotsialnyi dialoh yak instrument podolannia postpandemichnoho «syndromu» [Social dialogue as a tool for overcoming the post-pandemic «syndrome»]. *Problemy suchasnykh transformatsii. Serii: ekonomika ta upravlinnia — Problems of modern transformations. Series: Economics and Management*, 1(4). Retrieved from: <https://doi.org/10.54929/2786-5738-2022-4-07-03> (accessed on 15 March 2024) [in Ukrainian].
3. Libanova E. M. (2018). Zovnishni trudovi mihratsii ukrainsiv: masshtaby, prychny, naslidky [External labour migration of Ukrainians: scale, causes, consequences]. *Demohrafiia ta sotsialna ekonomika — Demography and Social Economy*, 2, 11–26. Retrieved from: [http://nbuv.gov.ua/UJRN/dse\\_2018\\_2\\_3](http://nbuv.gov.ua/UJRN/dse_2018_2_3) (accessed on 15 March 2024) [in Ukrainian].
4. Del Carpio, X., Kupets, O., Muller, N., & Olefir, A. (2017). Skills for a Modern Ukraine. Directions in Development. Washington, DC: World Bank. Retrieved from: <https://hdl.handle.net/10986/25741> (accessed on 15 March 2024)
5. Petrova, I. L., & Blyzniuk, V. V. (2023). Mobilnist robochoi syly Ukrainy: tendentsii ta perspektyvy: kolektyvna monohrafiia [Mobility of the labour force of Ukraine: trends and prospects: a collective monograph]. NASU, Institute for Economics and Forecasting of the NASU, Kyiv, 334 p. [in Ukrainian].
6. Voloshyna, S. V., & Shtyk, Yu. V. (2018). Suchasni tendentsii mobilnosti personalu na rynku pratsi [Modern tendencies of personnel mobility in the labour market]. *Sotsialno-ekonomichni problemy svitovoho ta natsionalnoho hospodarstva. Torhivlia i rynek Ukrainy — Socio-economic problems of the world and national economy. Trade and Market of Ukraine*, 2(44), 35–42 [in Ukrainian].
7. Bil M. M. (2018). Prostorova mobilnist naseleння: teoriia, metodolohiia, praktyka: monohrafiia [Spatial mobility of the population: theory, methodology, practice: a monograph]. PAIS, Lviv, 392 p. Retrieved from: <https://ird.gov.ua/irdp/p20180008.pdf> (accessed on 15 March 2024) [in Ukrainian].
8. World Economic Forum (2020). The Global Social Mobility Report 2020. Equality, Opportunity and a New Economic Imperative. Insight Report, 218 p. Retrieved from: [https://widgets.weforum.org/reskillingrevolution/wp-content/uploads/2020/05/Global\\_Social\\_Mobility\\_Report.pdf](https://widgets.weforum.org/reskillingrevolution/wp-content/uploads/2020/05/Global_Social_Mobility_Report.pdf) (accessed 20 March 2024)
9. Operational Data Portal of the UNHCR (2024). Ukraine Refugee Situation. Retrieved from: <https://data.unhcr.org/en/situations/ukraine> (accessed 20 March 2024)
10. Verkhovna Rada Ukrainy (2023). Konventsiia pro prava osib z invalidnistiu: ratyfikovano vid 16 hrudnia 2009 roku [Convention on the Rights of Persons with Disabilities from December 16, 2009]. Retrieved from: [https://zakon.rada.gov.ua/laws/show/en/995\\_g71?lang=uk#Text](https://zakon.rada.gov.ua/laws/show/en/995_g71?lang=uk#Text) (accessed 20 March 2024) [in Ukrainian].
11. Gradus (2022). Opytuvannia ukrainsiv: osoblyvosti mentalnoho zdorovia pid chas povnomasshtabnoi viiny [Survey of Ukrainians: peculiarities of mental health during a full-scale war]. Retrieved from: [https://gradus.app/documents/307/Gradus\\_Research\\_Mental\\_Health\\_Report\\_full\\_version.pdf](https://gradus.app/documents/307/Gradus_Research_Mental_Health_Report_full_version.pdf) (accessed 20 March 2024) [in Ukrainian].
12. OECD (2022). Social policies for an inclusive recovery in Ukraine. Retrieved from: <https://www.oecd.org/ukraine-hub/policy-responses/social-policies-for-an-inclusive-recovery-in-ukraine-506fcef6/> (accessed 20 March 2024).