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Zakharii Varnalii,

Doctor of Science (Economics), Full Professor, Professor of the Department of Finance,
Taras Shevchenko National University of Kyiv, Kyiv (Ukraine)

<https://orcid.org/0000-0002-6654-8760>

Olena Bazhenova,

Doctor of Science (Economics), Full Professor,
Professor of the Department of Economic Cybernetics,
Taras Shevchenko National University of Kyiv, Kyiv (Ukraine)

<https://orcid.org/0000-0003-3197-8426>

Oksana Mykytiuk,

PhD (Economics), Associate Professor,
Associate Professor of the Department of Business Economics,
Taras Shevchenko National University of Kyiv, Kyiv (Ukraine)

<https://orcid.org/0000-0002-8657-7278>

Tetiana Onysenko,

PhD (Economics), Associate Professor,
Associate Professor of the Department of Business Economics,
Taras Shevchenko National University of Kyiv, Kyiv (Ukraine)

<https://orcid.org/0000-0003-2176-4168>

CREATIVITY IN THE SYSTEM OF ENSURING HUMAN SOCIAL SECURITY AT THE ENTERPRISE DURING TIMES OF WAR AND ECONOMIC RECOVERY IN UKRAINE¹

The study aims to analyze the current challenges of human social security at the enterprise, which acquire new aspects and relevance in the conditions of war and post-war recovery. In the context of innovation and technological progress, this problem takes on a new meaning, requiring effective tools and systems to support citizens. In recent years, societal crises such as the coronavirus epidemic and Russia's military aggression have transformed social security, increasingly emphasizing military protection and physical security of citizens. Traditionally, social security of a person determines the level of protection of citizens' interests, rights, and freedoms, as well as the provision of psychological support. Special attention is paid to the formation of a dedicated system of social security at the enterprise, ensuring the protection of employees and their well-being. Under normal conditions, the social security system at enterprises is a stable working structure that is continually improved through

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the introduction of new tools and functions. Ensuring the social security of a person at the enterprise amidst geostrategic threats requires analysis and effective efforts to maintain peace and stability. The study analyzes and evaluates the factors influencing the level of social security among enterprise personnel, with a focus on the role of creativity as a new tool for shaping and transforming the human social security system. It is determined that creativity can be realized through the existing intellectual potential of the enterprise. The application of these transformation processes is especially relevant for relocated enterprises which have faced the challenges of wartime most acutely and can adequately assess the social needs of their staff. The outcome of the article is the provision of recommendations on establishing an effective system of social security of a person at the level of economic entities. These recommendations consider the incorporation of creativity and innovative approaches in crafting the social infrastructure of the enterprise to ensure its stable development and well-being.

Keywords: *economic security, social security, human social security, threats, creativity, intellectual potential, war, economic recovery*

JEL classification: *A13, H56, R58*

Дослідження спрямоване на аналіз сучасних викликів соціальної безпеки людини на підприємстві, які набувають нових аспектів та актуальності в умовах війни та повоєнного відновлення. У контексті інновацій та технологічного прогресу, ця проблема отримує новий зміст, вимагаючи ефективних інструментів та систем підтримки громадян. За останні роки, через суспільні кризи, такі як коронавірусна епідемія та військова агресія росії, соціальна безпека переживає трансформацію, все більше наголошуючи на військовому захисті та фізичній безпеці громадян. Традиційно соціальна безпека людини визначає рівень захищеності інтересів громадян, їхніх прав та свобод, а також створення психологічної підтримки. Особлива увага приділяється формуванню спеціальної системи соціальної безпеки на підприємстві, що забезпечує захист працівників та їхнє благополуччя. У звичайних умовах, система соціальної безпеки на підприємствах є сталою робочою структурою, що постійно вдосконалюється через впровадження нових інструментів та функцій. Забезпечення соціальної безпеки людини на підприємстві в умовах геостратегічних загроз вимагає аналізу та ефективних зусиль для підтримання миру та стабільності. В дослідженні проведено аналіз та оцінку факторів впливу на рівень соціальної безпеки персоналу підприємства, визначено роль нового інструменту формування та трансформації системи соціальної безпеки людини такого як креативність. Визначено, що креативність може бути реалізована через наявний інтелектуальний потенціал підприємства. Особливо актуальне застосування зазначених трансформаційних процесів для релокованих підприємств, які найбільш відчули виклики військового часу та адекватно й реально оцінюють соціальні потреби свого персоналу. Результатом статті стало надання рекомендацій щодо формування ефективної системи соціальної безпеки людини на рівні суб'єктів господарювання з врахування елементів креативності та інноваційних підходів у створенні соціальної інфраструктури підприємства для забезпечення його стабільного розвитку та благополуччя.

Ключові слова: *економічна безпека, соціальна безпека, соціальна безпека людини, загрози, креативність, інтелектуальний потенціал, війна, відновлення економіки*

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Statement of the problem in general and its connection with important scientific or practical tasks. Security encompasses a wide range of aspects, including political, social, economic, military, ideological, informational, and others. Among them, economic security is of particular importance since it is associated with the main processes of restoring people's life and health [1].

In the modern world, despite the constant changes in the external environment

and the aggravation of challenges and threats to the safe existence of a person, the desire to maintain safe living conditions remains a constant factor for an individual, an enterprise, and a country. However, today, our society is faced with extreme threats of a geostrategic nature, including military conflicts and the need to function in a sufficiently volatile environment. Consequently, the importance of human social security is becoming even more urgent. In such changing conditions,

companies need not only to take care of stability and competitiveness, but also to effectively neutralize the risks that pose a direct threat to the lives and professional realization of its employees.

In general, assessing the level of social security in the modern world involves the analysis of a wide range of economic and social aspects that are important for human capital development and the stability of the country. Therefore, considering the crisis changes in the external environment of economic entities, the special importance of intellectual potential and creative solutions in personnel management and the transformation of the system of human social security in business structures is highlighted. The main purpose of this study is to determine the conditions and opportunities for using creativity as a new effective tool for forming a system of human social security within an enterprise, particularly in special conditions such as military operations and during the post-war recovery of the economy of Ukraine.

Analysis of the latest research and publications in which the solution of this problem was initiated. The subject of our research is the social security of a person, implemented within enterprises in the context of dynamic changes in the external environment.

By applying creativity and intellectual potential, enterprises can apply new tools and approaches to the formation and implementation of a human social security system within their enterprises. Therefore, our study is based on the work of scientists focusing on both human social security and on the development of creativity.

Social security is an essential component of economic security, and it is important to consider it at different levels. Until now, the focus has been on assessing the level of social security at the national, regional, and individual levels, as evidenced in the research of Antonyuk P.P. [2], Galushka Z.I. [3], Grishnova O.A. [4], Gurochkina V.V. [5], Libanova E.M. [6], Novikova O.F. [7], Sidorchuk G.G. [7], Kharazishvili Yu.M. [4] and others.

In the scientific literature, social security in most cases is considered as a state of guaranteed legal and institutional protection of vital social interests of the individual and society from external and internal threats [8].

The research conducted by Halushka Z.I. and Nafus I.I. is interesting in the context of defining social security, factors influencing it, as well as features of social capital formation [3]. The authors identified several metrics that indicate the insufficient maturity of social capital in Ukraine and argue for the possible directions of the impact of social investments on the accumulation of social capital in the country and its manifestations.

Well-known scientists Novikova O.F. and Sydorchuk O.G. have also devoted many works to the study of human social security. In particular, the main theses of their work are as follows: firstly, social security is an independent and significant component of national security, because it is associated with a person. Secondly, it is formed depending on the influence of other spheres of national security, which determine its condition. Thirdly, social security is a decisive component of social policy and forms its priorities, when necessary, as discussed in "Global Security and Asymmetry of the World Economy in the Context of Unstable Development of Economic Systems" [11]. Fourthly, the state of social security determines the external response of the international community to threats to the national security of Ukraine [7, p. 209].

Antoniuk P.P., in his numerous works, has been researching the problems of social security for many years. The researcher defines social security as a significant component of national security that determines the level of protection of the interests of the state, society, and individuals from both internal and external threats. Additionally, it is noted that social security is an important factor for stability, preventing social tension at all levels of government. The author highlights the relevance of studying issues related to the development of the social protection system at different levels of management and emphasizes the possibility

of determining the level of social security by the degree of efficiency and effectiveness of social protection [2, p.214].

Kharazishvili Y.M. and Grishnova O.A. understand social security as the appropriate state of the social sphere, which ensures a high standard of living for the population, the protection of vital recovery processes (regardless of the influence of internal and external threats), the possibility of obtaining a quality education, and the absence of threats to human health and life [4, p.158].

Academician of the National Academy of Sciences of Ukraine, Libanova E.M., is a highly respected scientist who has devoted many works to the issues of social security, the definition of indicators of social development of society, tools for combating poverty, and significant migration of the population caused by the war in Ukraine, at both micro and macro levels [6, p.260].

Highlighting previously unresolved parts of the general problem. To date, domestic and foreign researchers have made significant scientific achievements in human social security at various levels. Especially relevant are the studies that consider the role and place of intellectual potential in the system of economic security of the state, as well as those aimed at the qualitative development and rational use of this potential. These studies determine the impact of intellectual potential on the level of economic security of the state, considering its dual nature. However, little attention is paid to the use of special innovative tools in the process of transforming the system of social security of a person at the enterprise during wartime and post-war recovery, particularly the utilization of creativity.

Formulation of the goals of the article (statement of the task). The concept of social security in scientific research has recently acquired new features and characteristics. This process has been intensified by new research aimed at analyzing geostrategic impacts, which determine the fickle and crisis nature of society, generating threats and risks. Most scientists direct their attention to studying social security as a comprehensive system of guaranteeing social protection

and life support. The objective of our study was to elucidate the challenges faced by enterprises in building their own system of social security for individuals, the new tools they employ in transforming such a system to meet employees' needs for safety and professional growth, and to ensure the efficiency of the functioning of the business entity itself.

Presentation of the main material of the study with a full justification of the scientific results obtained. Security is an all-encompassing and enduring concept that spans the entire history and future of humanity, playing a crucial role in the existence of both individuals and societies at any level. When defining security, key concepts such as the state, properties, interests, and threats to those interests are utilized. These concepts collectively characterize the condition of the object in relation to various threats. Thus, the nature of the threat becomes a significant feature in this context. The specifics of the conditions of occurrence, the level of manifestation, and the degree of impact of threats determine the nature of security. Security is a historically defined system of balanced relationships between people concerning their life support and livelihood. The process of strengthening these relationships entails constant improvement of the functional basis for viability and the comprehensive protection of social existence.

Summarizing the above, it can be noted that security stands as the paramount category and an essential prerequisite for the balanced functioning of the social relations system. It guarantees the protection, vitality, and resilience of the state, society, and individuals against both internal and external threats [9, p.16].

The interpretation of state security or national security differs among countries. According to the Law of Ukraine "On National Security of Ukraine," national security is defined as the "protection of state sovereignty, territorial integrity, democratic constitutional order, and other national interests of Ukraine from real and potential threats" [10].

At the core of security, particularly economic security, lies the principle of anthropocentrism, wherein the individual, with his needs, interests, and goals, serves as the foundation of economic development. The socio-economic security of individuals serves as the bedrock of the economic security of the state. This is substantiated by several factors: firstly, individuals, along with their labor, are direct participants in production; secondly, individuals are not only primary producers but also consumers of goods and services; thirdly, members of society simultaneously possess the factors of production and the outcomes of their activities, shaping their economic interests; fourthly, the outcomes of people's economic activities extend beyond the economy, impacting the social, cultural, and environmental spheres.

Taking into account the social protection of employees in the activities of the enterprise is reflected not only in ethical requirements but also in strategic decisions aimed at achieving success and sustainable development of the organization. Responsible and thoughtful support of staff affects their productivity and contributes to the achievement of corporate goals, which, in turn, has a positive effect on the financial performance and competitiveness of the enterprise.

Social security of employees at the enterprise level entails creating conditions that guarantee their safety, health, comfort, and satisfaction both in the workplace and outside of working hours. The primary objective of social security is to establish an environment where employees feel protected and safe in various aspects of their work-related lives. This aspect is crucial in enterprise management, as a high level of attention to the social sphere of the enterprise can positively impact employees' productivity, motivation, and stability.

At the individual level, social security depends on ensuring basic needs and guaranteeing the rights of everyone, including housing, food, healthcare, education, income levels, and access to public protection.

Establishing a social security system within an enterprise is crucial, not just

ethically, but also for ensuring stability and success in its operations. Considering the social aspect of work helps to increase employee motivation, reduce staff turnover, improve work quality, and enhance overall efficiency in enterprise functioning. Ensuring the safety and well-being of employees becomes a strategic task that not only contributes to business development but also positively impacts its reputation and relations with employees, fostering long-term stability and success.

A person, regarded as the highest value for an enterprise, not only determines its success but also defines its essence. Employees constitute the primary resource that underpins the functioning, growth, and competitiveness of the organization. Their knowledge, skills, experience, and motivation impact production efficiency, product or service quality, and the perception of the company's brand. Investing in the well-being, development, and social security of personnel is not only a crucial component of the business strategy but also reflects a profound understanding and respect for the individuals who create value and contribute to the enterprise's development.

Our view on human social security at the nanoscale is defined as the level of protection of his/her vital socio-economic interests, rights, freedoms, and values from potential and real internal and external threats. The functional components of this social security include life safety, the realization of fundamental social values, a decent standard of living, the social environment, psychological and mental safety, self-defense, self-preservation, and self-development, among other aspects [11, p.43].

In light of the evolving creative and intellectual potential of individuals and the growing significance of socio-economic policies in fostering equitable development, it is important to consider the social security of a person through the prism of a human-centered economy.

In recent decades, changes in technology, shifts in social values, demographic dynamics, and other factors

have had a significant impact on people's social security. Ensuring social security has become a key task for society, contributing to stability, development and improving the quality of life. However, in crisis conditions, such as during wartime, human social security acquires specific features, requiring the formation of military security and the individualization of support measures. One of the primary challenges lies in deploying modern tools to support employees and financial stability against external influences.

Today, society confronts global challenges that impact individuals' lives, their ability to work, earn income, pursue professional fulfillment, personal growth, and moral enrichment. Ensuring the physical and mental safety of oneself and loved ones stands out as paramount among these challenges. Remarkably, these issues are equally relevant for enterprises. It is noteworthy that the tools and methods for addressing such challenges often overlap.

Libanova E.M. conducted an in-depth study assessing the scale and consequences of Ukrainian emigration resulting from the military aggression of the Russian Federation, leading to impoverishment due to the loss of income sources [6].

Enterprises located in territories currently under occupation by the enemy must make strategic decisions regarding relocation, altering product ranges, and transforming personnel social security systems with an emphasis on creating a secure environment.

During the initial weeks of military aggression, a large portion of the population actively left Ukraine; however, the number of people seeking asylum decreased later on. According to the Institute of Demography and Social Studies of the National Academy of Sciences of Ukraine, by the end of 2018, the number of "refugees from the war in Ukraine" had reached 3 million people. As of June 2022, most of the emigrants were residents of Kyiv and Kharkiv, with higher education levels than the national average. They were more inclined towards seeking employment rather than relying on social assistance, indicating a high probability of

successful adaptation abroad, especially in Poland, due to minimal linguistic and cultural differences between the countries [6].

The potential extent of irreversible migration losses depends on military-economic factors and can range from 600-700 thousand to 5-5.5 million people. Given that approximately 3 million Ukrainians were already abroad or working abroad by 2022, the war is likely to lead to a demographic catastrophe for Ukraine, which has already exhausted its demographic potential [6].

The demographic composition of refugees, particularly the presence of able-bodied individuals, will play a pivotal role in shaping the impact on the Eurozone workforce. Following Russia's offensive on February 24, 2022, Ukraine enacted martial law nationwide, restricting men aged between 18 and 60 from leaving the country. Consequently, the initial influx of refugees primarily comprised the elderly, children, and able-bodied women. However, it is anticipated that once martial law is lifted, subsequent waves will also encompass able-bodied men, gradually increasing the proportion of such refugees. Over the medium term, projections suggest that 50 to 75% of refugees entering the Eurozone will fall within the working age bracket [12, p. 243].

In the contemporary business landscape, it is imperative for enterprises to proactively support not only their staff but also all residents within the region and the nation, particularly amidst military conflicts, economic volatility, and various other challenges. Numerous companies express their willingness to expand their social programs aimed at ensuring social security in the social environment where their business structures operate.

The basic principles of ensuring human social security include an individual approach, integration, partnership, equality, and coordination of interests. Considerable attention is paid to the individual needs, interests, and rights. This conceptual framework views social security as a reliable guarantee of protection and support of the rights and freedoms of every citizen. Its main

idea is to anticipate and eliminate potential dangers and threats to people and society through the active development of social programs, laws and policies that contribute to the prevention of negative phenomena.

To achieve this goal, it is important for different sectors such as the economy, education, health, the state apparatus, public organizations, and business to collaborate closely and engage in cooperative interactions driven by the common interests of the people. Such collaboration will foster the development of an effective and holistic system of social support for citizens taking into account their specific needs and requirements, particularly in the context of military conflict and post-war reconstruction.

Each enterprise strives to create a sustainable system of social security of its employees to support and develop each employee, as well as to improve the efficiency of the organization and increase its stability and competitiveness.

To evaluate an individual's level of social security within an enterprise, a variety of methods and tools can be used. These include staff surveys, the analysis of various indicators such as the extent of coverage for employees' social needs (including provisions for health insurance, vacations, pension plans, etc.), poverty rates, and adherence to regulatory standards pertaining to human social security [5, p. 109]. Additionally, focus groups can be organized to identify employees' priorities and concerns. Furthermore, a comparative analysis may be conducted, including a comparison of the social protection system with similar enterprises in a similar industry or region [13, p.27].

The assessment an individual's social security is based on the development of a comprehensive system of indicators that accurately reflect current reality, especially in times of war. This system highlights critical areas including survival, protection, and post-war reconstruction, wherein advancements in living standards and education play pivotal roles in fostering economic growth.

To monitor an individual's social security, 29 indicators have been identified,

categorized as follows: the level of life support, the level of well-being, the level of social protection, the level of protection and self-preservation, and the level of education and self-development.

Assessing an individual's level of social security typically involves calculating an integral indicator, which entails several stages: first, the development of a system of indicators of social security of a person, including the division of indicators into stimulants and disincentives; second, standardization of input data to determine the values of the integral indicator of social security, ranging from 0 to 1; finally, calculation of the integral indicator of social security of a person in general and separately for each group of indicators [14, p.110].

Thus, the system of indicators of social security of a person includes n indicators ($j = 1, \dots, n$) For m time periods ($i = 1, \dots, m$) within five groups of indicators [15, p. 4].

Magnitude a_{ijk} characterize the value j -(a) To the extent permitted by the provisions of this T k groups of indicators ($k = 1, \dots, 5$) in i th period and together form a matrix $A = (a_{ijk})$ dimension $n \times m$. The distribution of indicators into stimulants and disincentives is determined by the nature of the relationship with the integral assessment (for the stimulant, this relationship should be positive, for the destimulants – negative).

Normalized metric values a_{ijk}^* Depending on whether the indicator is a stimulant or a destimulant, they are according to the following formulas:

For stimulants -

$$a_{ijk}^* = \frac{a_{ijk} - \min\{a_{ijk}\}}{\max\{a_{ijk}\} - \min\{a_{ijk}\}},$$

For destimulants -

$$a_{ijk}^* = \frac{\max\{a_{ijk}\} - a_{ijk}}{\max\{a_{ijk}\} - \min\{a_{ijk}\}}.$$

At the same time, the values of the elements are normalized a_{ijk} Matrix A form a matrix $A^* = (a_{ijk}^*)$.

Integral assessment of human social security for each group of indicators k Z_{ik}^*

in each period is calculated as the arithmetic mean of the standardized indicators a_{ijk}^* , i.e.

$$Z_{ik}^* = \frac{1}{n} \sum_{j,k=1}^{n,k} a_{ijk}^*, \quad i = 1, \dots, m, \quad k = 1, \dots, 5,$$

where n_k – the number of indicators in each group of indicators.

As a result, an integral indicator of a person's social security K_i^* represents the geometric mean of the integral assessments of human social security for each group of indicators Z_{ik}^* . Dynamics of the integral indicator characterizing the level of social security of a person in Ukraine, during 2014-2020, is shown in Fig.1.

The information basis for the calculations included the World Development Indicators database of the World Bank and statistical data from the State Statistics Service of Ukraine for the period 2014-2020 [16, 17].

Analyzing the results of the assessment of social security of individuals in Ukraine from 2014 to 2020, it is notable that there was a 1.22-fold increase, primarily attributed to advancements in life support and protection and self-preservation. The enhancement in life support stemmed from increased expenditure on healthcare and a rise in Internet usage. The integral indicator for the

level of protection and self-preservation saw a significant rise due to increased military spending and personnel in the armed forces. However, there was an 8% decrease in the level of well-being, nearly a 50% decrease in social security, and a threefold decrease in education and self-development (attributed to reduced public spending on education, fewer teachers, and fewer individuals enrolled in vocational and higher education institutions).

By extrapolating these calculations to 2023, we anticipate a sharp decrease in the social security level of Ukrainian enterprise employees due to protracted hostilities. Such findings imply that standardized approaches to establishing a social security system amidst geostrategic challenges at any level are becoming less pertinent and are not as effective as during peacetime. Therefore, the adoption of new creative approaches to the social security of a person at an enterprise, using all available intellectual resources, becomes increasingly relevant.

Utilizing intellectual resources to build the social security of company employees during wartime constitutes a critical component of management strategy. This requires a thorough analysis of present circumstances and potential risks posed by the conflict. Harnessing the intellectual potential of employees to develop and

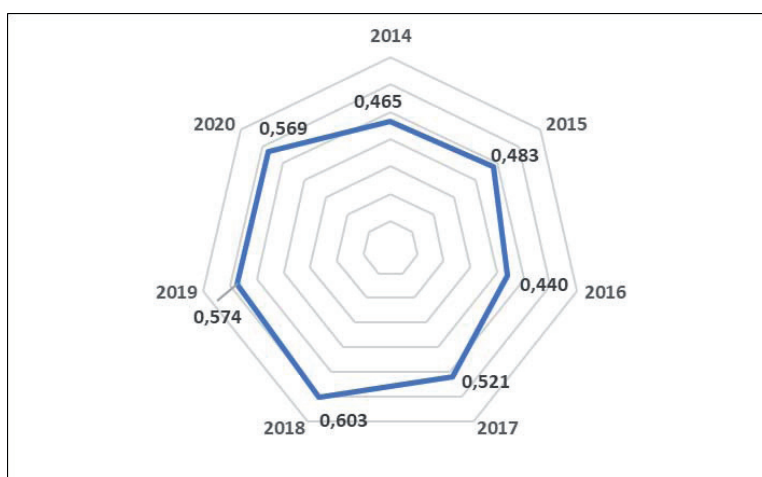


Fig.1. Dynamics of the integral indicator of human social security in Ukraine during 2014-2020

Source: Developed by the Authors

implement effective social support measures can be key to ensuring the safety and security of staff.

At first glance, intellectual potential can be utilized to analyze the needs of employees during difficult times. It can assist in identifying the most significant impacts of a military conflict on their lives and well-being. Intelligent analysis can also help prioritize the implementation of social support measures, ensuring optimal use of resources and avoiding excessive workload on staff.

The application of intellectual capacity can also be useful in developing and implementing new crisis management strategies aimed at ensuring the safety and protection of employees. This may include developing evacuation plans, providing psychological support, providing medical care, and other measures aimed at preserving the lives and health of personnel.

The intellectual potential of an enterprise is a key resource for achieving competitive advantage and stable innovative development in modern organizations of all ownership forms. At the national economy level, intellectual potential represents a significant reservoir of economic activity and serves as a primary vector for innovation in contemporary information societies. It stands as the only factor with sufficiently unlimited resources in terms of qualitative, quantitative, and temporal parameters [18]. The formation of intellectual capital in enterprises has been extensively studied by numerous domestic researchers such as Kanygin Y., Kutsenko V., Malitsky B.A., Proshak V. It is important to differentiate between intellectual capital and the more common concept in domestic scientific literature known as “intellectual potential.” Intellectual potential encompasses a set of knowledge, skills, and creative talents of individuals, alongside their educational and qualification levels, enabling them to assimilate acquired knowledge and generate new insights. Essentially, it represents the capabilities possessed by individuals [19, p. 344].

When forming all types of potential, including intellectual potential, it is crucial to

consider the most important component: the potential of an institution or organization’s employees. Their knowledge, skills, and experience constitute the primary component not only of the intellectual potential of an enterprise, but also of its stable long-term development at all stages of the life cycle. Therefore, in the process of forming and utilizing the enterprise’s potential, it’s vital to establish a knowledge management system to preserve and disseminate knowledge during market competition.

Therefore, it is important to prioritize the fundamentals of intellectual potential formation – the social security of its bearers. Ensuring the social security of employees and nurturing the business’s intellectual potential are vital aspects to ensure its stable functioning.

The role of enterprises in ensuring the social security of their employees is a critical element in creating a stable and favorable working environment, especially in the context of operating in conditions of hostilities. The social security of employees is influenced by various factors, including social insurance, medical care, pension payments, and other social benefits. When exploring the problems of creativity in the system of social formation of human safety at the enterprise during times of war, it is essential to consider each of the aforementioned factors.

An important factor to consider is the presence/absence of a compulsory insurance system. In times of hostilities, ensuring the intellectual capital of the enterprise becomes crucial for its continued success and is one of the main elements in establishing a comprehensive system of social security. Enterprises should implement mandatory social insurance programs for their employees as guardians of intellectual capital. These programs should include health insurance, temporary disability insurance, and other forms of insurance protection.

The next important factor is the provision of pension plans, specifically the establishment of pension schemes to support employees’ financial well-being after their working careers end.

Equally important is the aspect of training and development. Providing opportunities for employee training and development, flexible work schedules, and additional study or creative vacations form the foundation for nurturing and expanding the intellectual potential of the enterprise. This, in turn, contributes significantly to enhancing the social security of the entire enterprise.

However, it is practically impossible for enterprises located in active hostilities zones or temporarily occupied territories to implement these measures and contribute to the creation of a sustainable, ethical, and socially safe environment for their employees. Therefore, one non-standard and creative approach to forming a system of social security for employees is relocating the entire enterprise.

Thus, it is necessary to define the concept of “business relocation” as an organized, forced evacuation or withdrawal of enterprises from emergency zones [20]. The main objective of business relocation is to preserve its own intellectual potential and capacities, and ultimately to resume activities and establish an effective system of social security for employees as carriers of the enterprise’s intellectual potential.

The Government’s Business Relocation Program was launched in March 2022, and as of December 2023, Ukrainian enterprises can be relocated to nine regions of the western region of Ukraine.

The implementation of the Business Relocation Program is regulated by Resolution No. 305 of the Cabinet of Ministers of Ukraine dated March 17, 2022, titled “On the peculiarities of the work of the joint-stock company ‘Ukrposhta’ under martial law”. This resolution outlines provisions for the free transportation of property belonging to enterprises, institutions, and organizations listed by the Ministry of Economy and submitted to the Ministry of Infrastructure. Additionally, Order No. 246-r of the Cabinet of Ministers of Ukraine, dated March 25, 2022, titled “On the approval of the plan of emergency measures for the relocation, if necessary, of the production facilities of

business entities from the territories where hostilities are taking place and/or there is a threat of hostilities to a safe territory, approves the plan for such relocation measures.

It should be noted that the primary motivations behind business relocation are the owners’ aspirations to preserve and enhance the intellectual potential of their enterprises. As highlighted, without creative approaches to forming a social security system for employees, achieving this goal is unattainable. According to the Ministry of Economy of Ukraine, the processing industry emerges as the leading sector in terms of industry affiliation among relocated enterprises (Table 1).

As depicted in Table 1, relocated businesses are predominantly from the light industry, mechanical engineering, and metalworking sectors. Notable examples include Pozhmashina from the Chernihiv region, the sole manufacturer of firefighting equipment in Ukraine, LLC MC Wind Parks of Ukraine from Kramatorsk, and Matrolux company from Dnipro, specializing in the production of mattresses and upholstered furniture [22].

Therefore, relocated businesses have the potential to establish an effective system of social security for employees, encompassing all the aforementioned components. It is also worth noting that creativity in shaping the social security system for employees can manifest in various ways.

Creativity in devising the enterprise’s social security system can take various forms aimed at generating innovative and effective solutions to support employees. For instance, one approach could involve introducing flexible social packages for employees participating in the relocation program. This approach enables employees to select and tailor social benefits to meet their unique needs.

The next stage may involve developing non-standard insurance programs or establishing agreements with insurance companies to provide extended coverage. This initiative, in turn, will contribute to the physical and mental well-being of employees, who are carriers of the intellectual potential of the relocated enterprise.

Table 1

Statistics on the implementation of the Enterprise Relocation Program in Ukraine

Region to which businesses are relocated	Number of relocated enterprises	Number of applications submitted additionally	Industries to which relocated enterprises belong
Lviv region	>130;	>800 applications at the processing stage	food, light, chemical industry, construction, metalworking, trade
Chernivtsi region	90;	10 enterprises in the process of transporting equipment	IT, light, food, woodworking industry, production of plastic, electronic and electrical products
Zakarpattia region	> 70	No data available	IT, production of communication equipment, woodworking (furniture), light industry, construction
Khmelnitsky region	34	260	light industry (clothing), mechanical engineering, production of LED products, electrical equipment, parts for motor vehicles, structural insulated panels (SIP) and house kits, hydraulic equipment, sale and repair of agricultural machinery and equipment, truck cranes and special equipment
Ivano-Frankivsk region	30	200	IT, light, food industry, construction, mechanical engineering, metalworking
Ternopil region	26	141	light industry (clothing) – 4, mechanical engineering – 5, metalworking – 3, food industry – 2, production of other non-metallic mineral products – 2, printing – 1, IT – 1, others – 8
Rivne region	21	206	IT, food, light, woodworking industry
Vynnytsia region	21	68	production of industrial refrigeration and ventilation equipment, cutlery
Volyn region	6	8	light (sewing), chemical (production of household chemicals) industry, metalworking, paper and cardboard production

Source: compiled by the authors based on [21; 22]

However, all these aspects can only be implemented under conditions of complete security. Thus, relocation will remain one of the primary conditions for enhancing the level of intellectual potential of enterprises and ensuring the social security of their employees.

Conclusions from this study and prospects for further research in this direction. The conditions of war pose special challenges for ensuring social security in enterprises, and here creativity can be an important resource. Military operations can have a significant impact on various spheres of life, including the economy and entrepreneurship. Significant threats of a

military nature have a significant impact on the activities of business entities. Thus, the conditions of war give rise to crisis situations that often require innovative and creative solutions. New approaches to ensuring social security of employees necessitate addressing emerging threats, particularly those focused on the personal and physical safety of individuals. Another area requiring creativity is overcoming humanitarian challenges. Here, it is important to consider creative tools to provide psychosocial support and improve the living conditions of employees and their families, as well as to foster cooperation between enterprises, industries, and the community. Creativity is also essential for

developing new mechanisms of cooperation and interaction to ensure human social security. Moreover, significant migration processes lead to the outflow of professional, qualified personnel, which can be challenging to replenish quickly. Creative approaches to the creation and implementation of programs for human resource development, adaptation, and training help companies overcome

personnel shortages and maintain efficiency and competitive positioning in the market.

In times of war, creativity plays a key role in developing and implementing new strategies, technologies, and social initiatives to ensure social security at enterprises. A proactive and creative approach can help businesses survive hardships and recover from military conflicts.

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CREATIVITY IN THE SYSTEM OF ENSURING HUMAN SOCIAL SECURITY AT THE ENTERPRISE DURING TIMES OF WAR AND ECONOMIC RECOVERY IN UKRAINE

Zakharii Varnalii, Taras Shevchenko National University of Kyiv, Kyiv (Ukraine).

E-mail: vzs1955@gmail.com

Olena Bazhenova, Taras Shevchenko National University of Kyiv, Kyiv (Ukraine).

E-mail: olenabazhenova@knu.ua

Oksana Mykytiuk, Taras Shevchenko National University of Kyiv, Kyiv (Ukraine).

E-mail: mykytiuk@knu.ua

Tetiana Onysenko, Taras Shevchenko National University of Kyiv, Kyiv (Ukraine).

E-mail: tetyanaonysenko@knu.ua

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The study aims to analyze the current challenges of human social security at the enterprise, which acquire new aspects and relevance in the conditions of war and post-war recovery. In the context of innovation and technological progress, this problem takes on a new meaning, requiring effective tools and systems to support citizens. In recent years, societal crises such as the coronavirus epidemic and Russia's military aggression have transformed social security, increasingly emphasizing military protection and physical security of citizens. Traditionally, social security of a person determines the level of protection of citizens' interests, rights, and freedoms, as well as the provision of psychological support. Special attention is paid to the formation of a dedicated system of social security at the enterprise, ensuring the protection of employees and their well-being. Under normal conditions, the

social security system at enterprises is a stable working structure that is continually improved through the introduction of new tools and functions. Ensuring the social security of a person at the enterprise amidst geostrategic threats requires analysis and effective efforts to maintain peace and stability. The study analyzes and evaluates the factors influencing the level of social security among enterprise personnel, with a focus on the role of creativity as a new tool for shaping and transforming the human social security system. It is determined that creativity can be realized through the existing intellectual potential of the enterprise. The application of these transformation processes is especially relevant for relocated enterprises which have faced the challenges of wartime most acutely and can adequately assess the social needs of their staff. The outcome of the article is the provision of recommendations on establishing an effective system of social security of a person at the level of economic entities. These recommendations consider the incorporation of creativity and innovative approaches in crafting the social infrastructure of the enterprise to ensure its stable development and well-being.

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