

SOCIALLY ORIENTED RESTRUCTURING: HOW TO PRESERVE PERSONNEL AND THE COMPANY IN A MOMENT OF SYSTEMIC SHOCK

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Abstract. The article is devoted to the study of socially oriented restructuring of companies in conditions of systemic shock, with an emphasis on preserving human capital as a key factor of adaptation and recovery. A rigorous examination of the tools and models that facilitate a harmonious equilibrium between economic efficiency and social stability within the organisational context is conducted. The relevance of the study is due to the need for companies to adapt to crisis conditions, in particular in the context of the war economy of Ukraine, where traditional approaches to restructuring, focused on reducing costs, often lead to the loss of personnel potential and social tension. The strategy of socially oriented restructuring is regarded as a means of both retaining personnel and increasing their motivation, whilst also ensuring the economic stability of the company. The objective of the present study is to provide substantiated evidence to support the methodological principles of socially oriented restructuring, which combines the principles of humanism, adaptability, solidarity and strategic sustainability to support human capital in times of crisis. The study employed a range of research methods, including system analysis, comparative analysis of models (such as flexible employment, internal social responsibility, adaptive personnel, and distributed responsibility), and a qualimetric approach (utilising the SQEM model) to assess labour performance. The primary scientific outcomes encompass the formalisation of socially oriented restructuring instruments, including personnel rotation, retraining programmes, the establishment of a social reserve, and the flexible management of organisational structure. The SQEM evaluation model is proposed as a means of addressing the intricacies inherent in labour complexity, scale, efficiency and usefulness, thereby ensuring a transparent distribution of rewards. The findings of the study demonstrated that employee involvement in decision-making processes and the implementation of non-financial motivational mechanisms significantly enhanced organisational loyalty and adaptability. The study's findings underscore the efficacy of socially oriented restructuring as a strategy for safeguarding organisational talent and ensuring its resilience during periods of crisis. The utilisation of qualimetric models of labour evaluation, in conjunction with the integration of the principles of humanism and participation, facilitates the alignment of economic objectives with the promotion of social capital. This integration is instrumental in ensuring the long-term competitiveness and internal stability of the company.

Keywords: socially oriented restructuring, systemic shock, personnel strategies, staff motivation, flexible management, assessment of labour contribution.

JEL Classification: M12, J24, L21

1. Introduction

In light of the numerous global transformations, crises and manifestations of geopolitical instability that have occurred in recent years, there is an increasing need to adapt economic systems to external shocks. Systemic shocks, such as war, pandemics and financial collapses, engender a new reality in which organisations are compelled to review not only production and management processes, but also social priorities.

In such events, the concept of socially oriented restructuring acquires value, involving the preservation of human capital as a key asset of the company, while ensuring its stability and viability. This factor has the capacity to combine economic feasibility with social responsibility, thereby establishing a novel paradigm of anti-crisis management. In conditions of systemic shock, classic restructuring scenarios that primarily focus on reducing costs by reducing staff or selling

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assets have been shown to have limitations. Such actions often lead to long-term negative social consequences, including increased unemployment, decreased staff motivation and the destruction of organisational culture. Socially oriented restructuring offers an alternative model based on transformation through internal restructuring, retraining of employees, creation of conditions for horizontal personnel mobility, and open dialogue with all stakeholders, rather than destruction. Consequently, these measures facilitate the preservation of the company as a business unit, while concurrently ensuring the continuity of its social function. It is therefore vital to study mechanisms, tools and practical cases of socially oriented restructuring in order to find effective and humanistic responses to the challenges of a turbulent environment.

2. Literature Review

Despite the substantial contributions of numerous domestic and foreign researchers, including Al-Nakib A., Gadi M. (2024), Matvieveva N., Bazetska H., Slavuta O. (2023), and Shepelenko S. (2024), who have made substantial contributions to the theoretical substantiation of the role of labour evaluation in the personnel management system, the problem of complex, multifactorial and socially sensitive evaluation of labour activity in conditions of systemic shock remains inadequately studied. As demonstrated by the results of the analysis of contemporary publications, one of the conceptual models that is gaining relevance in the context of socially oriented restructuring is a systemic approach, within which a quantitative assessment of labour quality is carried out according to a number of interrelated characteristics. According to the perspectives of D. Jamos, Strele J. K. (2024) and Makhmudov K., Chukhlib R. (2023), personnel assessment is regarded as a deliberate process of establishing correspondence between the quantitative and qualitative characteristics of an employee and the requirements imposed on a specific workplace, structural unit or organisation as a whole. This is of particular importance during periods of transformation, when flexibility, multifunctionality and adaptability of personnel are critical for the survival of the enterprise.

A review of the extant literature reveals that, according to Leontes N. and K. Hul (2024) and Pavlin P. (2025), contemporary approaches to personnel assessment may be categorised into two broad categories. Firstly, there is the assessment of competencies, which encompasses knowledge, skills, abilities, values and personal characteristics. Secondly, there is the assessment of performance, which focuses on achieving goals, fulfilling key business indicators and assessing the effectiveness of activities through the KPI system.

However, in crisis conditions, such a dichotomy is insufficient, since it ignores the social component that determines the behavioural reactions of employees in situations of uncertainty, high pressure and institutional instability. A review of the literature reveals that, despite the abundance of studies in the domain of personnel assessment, the integration of qualimetric analysis methods into systems of socially oriented restructuring emerges as a promising direction. This integration facilitates the harmonisation of economic viability with the preservation of social cohesion, a necessity that assumes a strategic imperative in conditions of systemic shock.

3. Determining the Objective

The purpose of the article is to provide a substantiated argument for the methodological principles of socially oriented restructuring of an enterprise, with a view to ensuring the retention of personnel, increased motivation, and stability of the organisational structure in conditions of systemic shock.

4. Methods and Materials

The study is based on a systematic and comparative analysis of theoretical models of socially oriented restructuring, internal social responsibility, adaptive personnel and distributed responsibility. A qualimetric approach was employed, with particular reference to the SQEM model (complexity, utility, efficiency, scalability), in order to assess labour productivity. The study materials include literary sources describing the implementation of socially oriented strategies around the world, as well as practical case studies of Ukrainian companies operating in a war economy. Data systematisation methods were employed to summarise restructuring tools such as personnel rotation, retraining programmes, and the establishment of a social reserve. Taking into account the principles of humanism, participation, adaptability and solidarity, the analysis provided a comprehensive approach to assessing the effectiveness of the proposed strategies in crisis conditions.

5. Results and Discussion

The concept of socially oriented restructuring is useful for understanding a set of management actions and strategic decisions that are not only aimed at changing the organisational structure, business processes or market behaviour of the company, but also at retaining personnel, preventing social losses, supporting internal solidarity, developing human resources, and forming a loyalty system that enables the enterprise to adapt to new conditions while preserving its social fabric. In contradistinction to conventional restructuring,

which primarily concentrates on cost reduction, particularly through personnel reduction, socially oriented restructuring is predicated on the premise that individuals are not expenses, but investments that must not be lost during a crisis. This is due to the fact that they constitute the foundation for rapid adaptation, internal mobility and post-crisis recovery (Fig. 1).

The methodology of socially oriented restructuring is based on a number of key principles that together form a holistic management paradigm. The first of these is the principle of humanism, which involves preserving the dignity of employees, preventing mass layoffs without providing alternatives and ensuring transparent communication between management and personnel. Second is the principle of participation, which requires employees to be involved in decision-making processes that affect their professional future, for example through participation in restructuring committees, surveys and internal consultations. The third principle is that of adaptability. According to this principle, the organisational structure should be flexible enough to transform in accordance with changes in the external environment, creating internal opportunities for horizontal rotation, retraining and functional

mobility of employees. Fourth is the principle of solidarity, whereby the crisis load is distributed among all participants in the organisation, from top management to line personnel. This reduces social tension. Finally, the principle of strategic sustainability means that restructuring should not be a temporary anti-crisis measure, but rather an integral part of the company's long-term development policy, acting as a socially responsible driver of change (Fig. 2) (Al-Nakeeb & Ghadi, 2024).

When implementing socially oriented restructuring, it is important to rely on proven theoretical models of personnel retention that have been adapted to crisis conditions. These models ensure both the structural integrity of the organisation and a high level of internal motivation. One such model is the "flexicurity" theory, which combines flexibility in labour organisation with employee security. It does this by creating conditions for reprofiling and temporary transfers, as well as work in related functions, with subsequent compensation for loss of income or a guarantee of return to the main position (Petrukha, Petrukha & Krupelnytska, 2022).

Another model is internal corporate social responsibility, which is based on the idea of

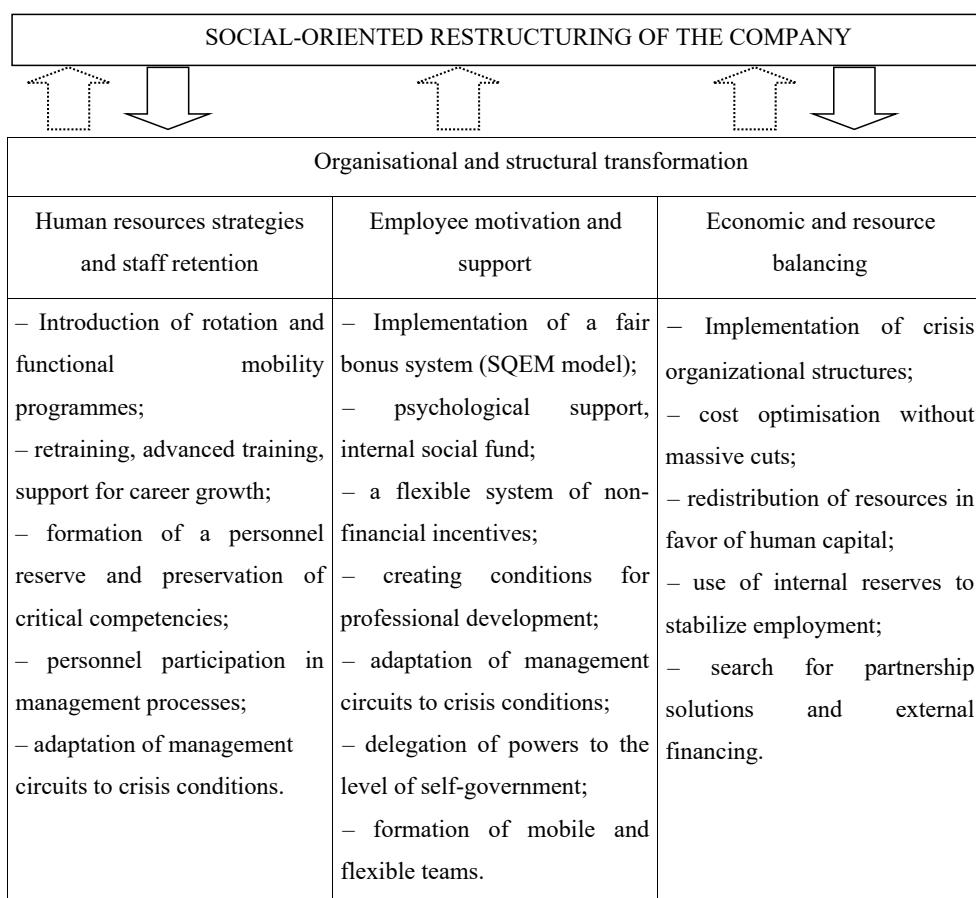


Figure 1. Directions for the implementation of socially oriented restructuring of enterprises in conditions of systemic shock

Source: developed by the author

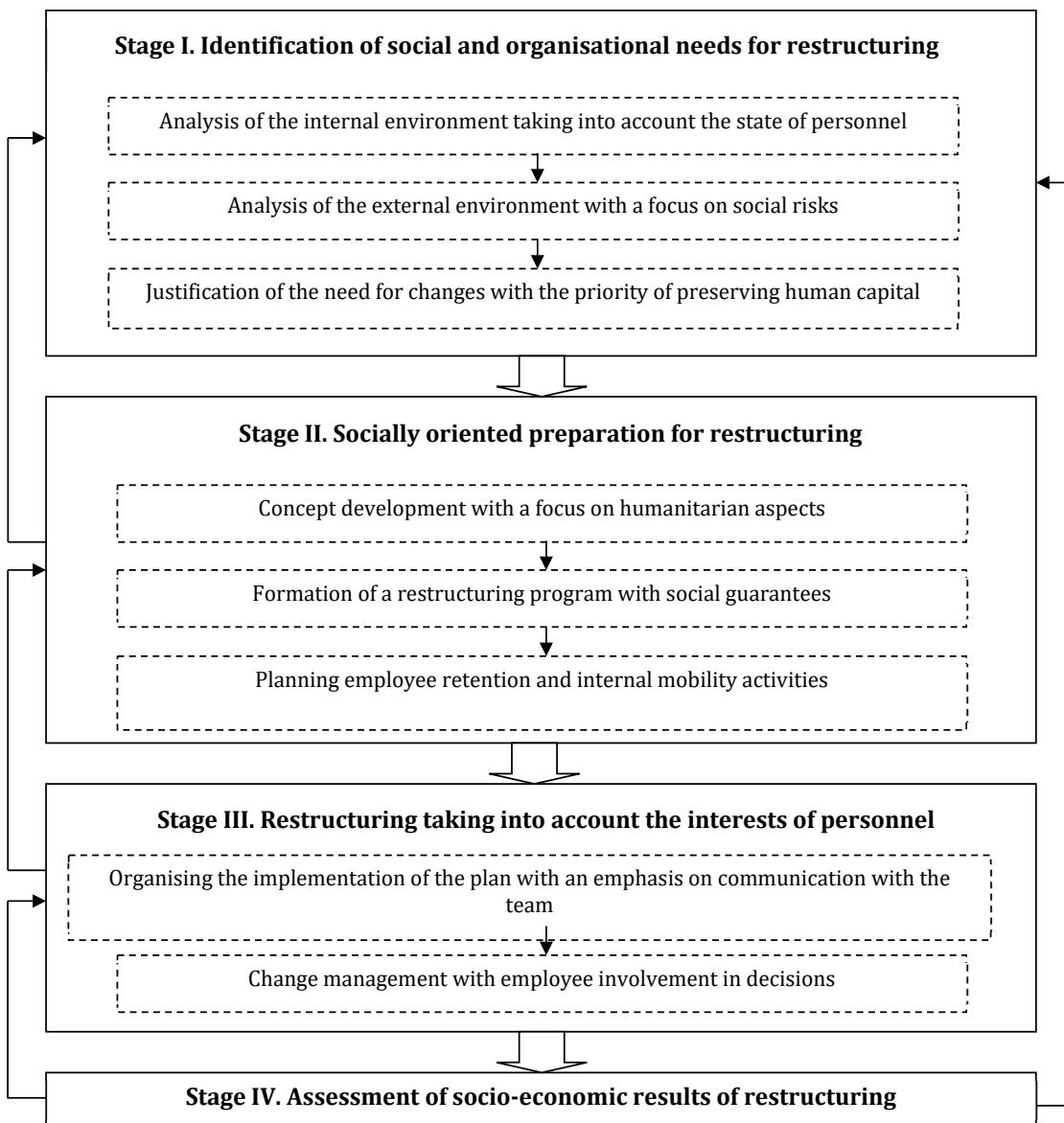


Figure 2. Stages of implementation of socially oriented restructuring of an enterprise in conditions of systemic shock

Source: developed by the author

a social contract between employers and employees. According to this model, companies undertake to protect labour rights even when profitability decreases, in exchange for staff loyalty, flexibility, and willingness to adapt. In this model, the introduction of transparent mechanisms for assessing labour performance plays a special role. Qualimetric models such as SQEM allow not only quantitative aspects, but also qualitative aspects of an employee's labour contribution to be taken into account, including the complexity, efficiency, scale and usefulness of their work.

The focus should be on the model of "adaptive personnel", in which a core of employees with high learning ability, multifunctionality, emotional stability and institutional loyalty is formed. In crisis conditions, it is this category of personnel that is able to support

the company's operational capacity, taking on new functions, performing critically important tasks, replacing temporarily retired employees and contributing to the restoration of business processes after the shock has ended. In order to address this issue, it is recommended that companies develop individual development programmes, incorporate employees within the personnel reserve system, and establish internal training platforms that enhance their competitiveness. A model of "distributed responsibility" is also defined, with implementation occurring through collective forms of crisis management. The implementation of such forms of management is evidenced by the existence of temporary anti-crisis headquarters, advisory councils and internal focus groups. The existence of these groups allows for

the combination of strategic-level decision-making with a deep understanding of the needs and emotional state of employees. The model presented herein engenders a sense of involvement in the company's future, thereby significantly enhancing both trust and the team's willingness to undergo complex transformation processes with minimal losses.

The evaluation of personnel performance in the context of a systemic shock, characterised by socially oriented restructuring of the company, assumes practical significance not only in terms of ensuring economic efficiency, but also in the context of preserving social capital, maintaining the internal stability of the organisation and increasing the level of trust in management decisions. In such critical periods, when companies are compelled to swiftly adapt to novel conditions while preserving human resources as the foundation of institutional memory and developmental potential, methods of objective, fair and transparent labour assessment acquire particular pertinence. These methods facilitate the harmonisation of social sensitivity with the imperatives of rational management (Makedon et al., 2025).

In addition, the introduction of personnel support tools is imperative, such as the flexible management of the organisational structure. This facilitates a rapid response to changes in the market or production conditions by temporarily moving employees between departments, forming cross-functional teams, delegating authority to the level of self-management, or even implementing elements of a project approach in everyday management. This transformation option should not be forced. Instead, it should be accompanied by internal communication campaigns and explanations. Trade unions and internal councils should also be involved in approving changes. This significantly reduces the risk of resistance and contributes to the effective integration of changes into the work environment.

Organisational and management mechanisms include systems of internal support for employees in stressful situations. These systems involve the introduction of roles such as HR business partners, crisis psychologists and career adaptation consultants. These roles provide targeted assistance and act as intermediaries between employees and the company's administration. It is also necessary to implement the practice of constant two-way feedback, which enables problems concerning the team to be monitored in real time and prompt management measures to be taken.

The company's management is also required to establish a "social reserve", which is an internal fund designed to support employees in the event of a loss of income, temporary disability, evacuation, or a change of residence due to hostilities. In conditions of deep transformation accompanying the company's restructuring under the influence of external shocks,

classic systems of material incentives lose their effectiveness due to limited financial resources, increased risk and market uncertainty. This forces management to adopt multi-component motivation systems combining material and non-material incentives, individual development programmes, and socio-psychological tools for fostering loyalty (Petrukha et al., 2022).

Non-financial motivation systems are becoming increasingly prevalent, with factors such as recognition of professional contribution, involvement in decision-making, expansion of responsibilities, opportunities for career growth, development of competencies, and personal training taking centre stage. Adapting motivation systems to the needs of specific employees involves constructing individual motivational profiles that take into account factors such as age, career stage, family circumstances, personal values, and the extent to which employees are involved in company affairs. In this context, the "soft adaptation" strategy is particularly important. This involves creating conditions in which changes to the structure, work logic or management approaches are perceived as an opportunity for development rather than a threat. This strategy incorporates flexible onboarding tools, mentoring programmes, the digitalisation of internal training processes and online platforms for continuous professional development.

In times of deep crisis and transformation, traditional HR policies based on job stability, linear career paths and narrow specialisation become ineffective. Instead, anti-crisis HR strategies focused on flexibility, functional mobility, multifaceted competencies and decentralisation of responsibility must be implemented. Three integrated tools play a decisive role in this regard: staff rotation, retraining programmes, and employee involvement in decision-making processes. Personnel rotation, which is typically viewed as a managerial control tool or a means of preparing for career advancement, takes on a new meaning in times of crisis. It becomes a mechanism for the operational redistribution of labour resources in line with shifting priorities, internal risks, or limitations on access to certain production facilities. A properly organised rotation enables not only the maintenance of employment, but also the strengthening of internal employee versatility, the reduction of the adaptation period to new functions, and the formation of an organisational network structure in which personnel think in terms of interchangeability and mutual support (Mys'kiv, Bilyk, 2024). Retraining programmes, or "reskilling" and "upskilling", form the foundation of a company's long-term personnel renewal. They retain employees and turn crises into opportunities for professional development. In the context of socially oriented restructuring, retraining should not only be based on formal criteria, but also consider the personal potential, interests, and intrinsic motivation of employees.

This increases the likelihood of successful integration into new functional areas (Sonyuk, 2024; Table 1).

In the context of transformation, companies should also reconsider their performance evaluation systems. These systems should not only be based on traditional production indicators, but also on social criteria such as participation in teamwork, stress resilience, willingness to help others and innovative activity. In this sense, the introduction of qualimetric models of labour evaluation (in particular, the SQEM model: complexity, utility, efficiency, scalability) allows for the formalisation of a socially oriented logic of reward distribution, stimulating not individual competition, but collective growth and mutual support. The qualimetric approach focuses on a comprehensive analysis of employee activity, taking into account qualitative and quantitative parameters. This provides the necessary flexibility to assess the labour contribution of personnel in various categories, from managers to production units. During socially oriented restructuring, it is important to not only state the effectiveness or ineffectiveness of work, but also to examine its components in detail: complexity, scale,

social utility, and effectiveness in crisis conditions. The above proposals are based on identifying weaknesses in labour organisation, and are intended to provide a reasoned basis for rotation, retraining or motivational influence, while maintaining personnel integrity and internal balance (Zavidna, 2024). The formalisation of assessments in the form of qualimetric modules (in particular the SQEM model, which considers complexity, utility, efficiency and scalability) creates the conditions for fair resource distribution (particularly the bonus fund), reduces the risk of subjective management decisions and helps preserve long-term labour potential. This is a vital factor for a company's survival in times of deep destabilising influences. Consequently, the adaptation of the qualimetric approach to the tasks of socially oriented restructuring creates new opportunities for a balanced combination of the interests of the company and its employees, which is especially important in a period of systemic shocks. In such a period, maintaining trust and solidarity within the team is the key to the stability of the organisational model itself (see Table 2).

Table 1
Assessment of socially oriented restructuring tools aimed at retaining personnel

Tool	Description	Advantages	Disadvantages	Effectiveness in crisis conditions
Flexible employment (flexicurity)	Combining flexibility in work organisation and employee security through re-profiling, temporary relocation, compensation for loss of income, and guarantees of return to the main position.	Increasing adaptability, preserving jobs, motivating through security guarantees.	Requires significant resources for compensation and training, difficulty in adapting to Ukrainian realities.	High: successfully used in Northern European countries, effective in wartime economy.
Internal social responsibility	Formation of a social contract between employer and employee, protection of labour rights in exchange for loyalty and flexibility. Use of qualimetric models (SPEM) for labour evaluation.	Transparency of assessment, increased trust, consideration of qualitative aspects of work.	The complexity of implementing qualimetric models, the need for transparent mechanisms.	Medium: effective with clear communication and transparency.
Adaptive staff	Formation of a core workforce of employees with high learning ability, multifunctionality, and emotional stability. Includes individual development programs and a personnel reserve.	Increasing operational capacity, rapid adaptation to new tasks.	Requires investment in training and internal platforms, risk of staff turnover.	High: a key tool for supporting business processes in a crisis.
Shared responsibility	Implementation through anti-crisis headquarters, advisory boards, focus groups that combine strategic solutions with employee needs.	Increasing team engagement, trust, and cohesion.	Difficulty in coordination, risk of conflicts in groups.	Medium: effective with clear structure and communication.
Flexible management of the organisational structure	Temporary relocation of employees, formation of cross-functional teams, delegation of authority, project approach.	Prompt response to changes, reducing resistance to change.	Need for communication campaigns, risk of reduced productivity in the initial stages.	High: promotes rapid adaptation to market changes.
Social reserve	Internal employee support fund in case of loss of income, temporary disability or evacuation.	Increasing trust, reducing social risks, cohesion.	Requires significant funding, difficult to administer.	High: a key tool for support in critical situations.

Source: systematised by the author based on data provided in (Makedon et al., 2024; Melnik, 2024)

Table 2

Factors of comprehensive assessment of personnel performance in the context of socially oriented restructuring

Direction of assessment	Personnel category	Work factors	Importance (specific weight) of factors
Difficulty of work	Production staff	1. Level of technical creativity	0.30
		2. Level of novelty	0.25
		3. Level of interaction	0.20
		4. Level of independence of execution	0.15
		5. Level of specialisation	0.10
		Total:	1.00
	Management staff	1. Level of novelty	0.40
		2. Level of independence of execution	0.30
		3. Level of technological sophistication	0.20
		4. Level of interaction	0.10
		Total:	1.00
Scale of work	Management staff	1. Management level	0.35
		2. Level of responsibility	0.25
		3. Number of subordinates	0.20
		4. Scope of application	0.20
		Total:	1.00
	Production staff	1. Level of responsibility	0.40
		2. Number of subordinates	0.30
		3. Level of specialisation	0.15
		4. Scope of activity	0.15
		Total	1.00
The usefulness of labour	Management staff	1. Level of significance	0.25
		2. Creativity	0.25
		3. Level of work demands	0.20
		4. Professionalism	0.15
		5. Discipline	0.15
		Total	1.00
Labour efficiency	Production staff	1. Labour productivity	0.35
		2. Sales profitability	0.25
		3. Personnel return rate	0.20
		4. Cost of maintaining one employee	0.20
		Total:	1.00

Source: developed by the author

In the context of socially oriented restructuring, which aims not only to ensure the economic viability of the company, but also to preserve its human capital as a key element of stability in the face of systemic shocks, the implementation of a well-founded, transparent and multidimensional system of employee performance evaluation is of particular importance. Such a system should allow for the identification of the strengths of personnel, the provision of fair bonuses and the stimulation of adaptive behaviour in response to critical changes in the external and internal environment. In the context of the necessity to harmonise evaluation procedures whilst simultaneously considering the particularities of the functional responsibilities of managerial and production personnel,

within the framework of the approach to socially oriented restructuring, it is recommended to employ the SQEM-evaluation model. The SQEM-evaluation model is a qualimetric method for quantifying the level of labour contribution according to criteria such as complexity, scale, efficiency and usefulness of the work performed (Pavlenko, 2024). In the specified model, each factor is revealed through a system of criteria ordered in descending order of importance, which allows for a differentiated approach to the analysis of labour characteristics based on the formula of the integral coefficient of qualimetric labour assessment (ICQL):

$$ICQL = LCC \times LSC \times LEC \times LUC \quad (1)$$

where:

LCC – labour complexity coefficient;
 LSC – labour scale coefficient;
 LEC – labour efficiency coefficient;
 LUC – labour utility coefficient.

Employees are then ranked based on these values, with each rank corresponding to a coefficient used to calculate the base bonus rate. This coefficient is determined using a formalised formula that takes into account the size of the bonus fund and the number of employees in each rank. This ensures both proportionality and transparency in the distribution of remuneration. This approach has two main advantages. Firstly, it allows for the objectification of the results of labour evaluation. Secondly, it provides a flexible basis for implementing a motivational policy aimed at preserving and developing human potential during periods of crisis change. To determine the base bonus rate used within the framework of socially oriented restructuring to preserve personnel in conditions of systemic shock, the formula is used:

$$B_{BS} = \frac{PF}{\sum_{n=1}^5 K_n \times p_n} \quad (2)$$

where:

B_{SP} – base bonus rate;

n – rank number;

PF – size of bonus fund (UAH);

K_n – rank coefficient;

p_n – number of personnel belonging to the corresponding rank.

The primary benefits of implementing the SQEM assessment within the framework of socially oriented restructuring are manifold. These include the capacity to provide a comprehensive evaluation of personnel according to parameters that are directly related to the qualitative characteristics of productivity; a differentiated approach to managers and production workers that takes into account the specifics of their work; the possibility of adaptive application of assessment modules depending on management goals; and the establishment of the foundation for personnel decisions, such as promotion or retraining. In addition, the proposed model is universal in nature, ensuring its application across various industries. Its utility assessment module enables the identification of potential leaders, forming the basis for the development of a talent pool. Ultimately, bonuses based on SQEM assessments will increase motivation, improve the quality of the labour process, and enhance employee loyalty. This is a decisive factor in maintaining the company's functional integrity during periods of systemic destabilisation.

6. Conclusions

The leading approaches to the formation of socially responsible models of organisational restructuring are analysed. Among the aforementioned concepts, those that are of particular note include flexible employment, internal social responsibility of the company, adaptive personnel management, and the distribution of responsibility between all subjects of labour relations. It is important to note that the key prerequisite for creating a stable organisational environment is the implementation of a comprehensive personnel strategy. The elements to be incorporated should include, but not be limited to, the following: regular employee rotation, systematic retraining, the establishment of a personnel reserve, and mechanisms for employee involvement in decision-making processes. The practices of organisational and managerial personnel support are highlighted, in particular: flexible regulation of the enterprise structure, the creation of specialised crisis teams, the introduction of internal psychological and financial support programmes, and the use of social fund resources. These tools have been shown to strengthen collective cohesion and significantly increase employee trust in management, particularly in times of economic uncertainty.

A qualimetric model for evaluating the SQEM has been developed which considers indicators of complexity, utility, efficiency, and the scale of labour contribution. The model formalises the process of assessing employee productivity using an integral coefficient, and a methodological approach to fair bonuses and justification of personnel decisions has been developed based on this. Separately, an algorithm for calculating bonuses and a personnel ranking mechanism have been proposed to ensure the fair distribution of material incentives and reduce the influence of subjective factors.

The role of motivational mechanisms in socially oriented restructuring processes was outlined, proving that the effectiveness of such changes depends directly on the availability of flexible motivation systems combining material and non-material incentives. These systems must focus on the individual needs of each employee and contribute to their professional growth. The importance of regular communication with staff was emphasised. It was established that, to maintain social stability within the organisation, employees must be actively involved in planning and implementing anti-crisis measures. This fosters a sense of involvement in the company's overall development, increases the legitimacy of decisions made, reduces resistance to change, and strengthens internal accountability.

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