

**Oksana Kravchuk**  
*Candidate of Economic Sciences, Docent,  
Associate Professor at the Department of Socioeconomics and Personnel Management  
Kyiv National Economic University named after Vadym Hetman*

**Кравчук О.І.**  
*кандидат економічних наук, доцент,  
доцент кафедри соціоекономіки та управління персоналом  
Київського національного економічного університету  
імені Вадима Гетьмана*

DOI: <https://doi.org/10.30525/978-9934-26-501-3-28>

## **HR BUSINESS PROCESS REENGINEERING: A STRATEGY FOR ADAPTING UKRAINIAN ENTERPRISES IN WARTIME**

### **РЕІНЖИНІРИНГ БІЗНЕС-ПРОЦЕСІВ УПРАВЛІННЯ ПЕРСОНАЛОМ: СТРАТЕГІЯ АДАПТАЦІЇ УКРАЇНСЬКИХ ПІДПРИЄМСТВ У ВОЄННИЙ ЧАС**

The Russian aggression against Ukraine has created unprecedented challenges for businesses, compelling enterprises to seek new approaches to resilience and efficiency, particularly in human resource management (HRM). HR Business Process Reengineering (HRBPR) has become a crucial tool for the companies' survival and subsequent recovery. Ukrainian enterprises face the task of adapting HR business processes to wartime conditions for the first time, which necessitates innovative solutions. Traditional HRM methods have proven ineffective, highlighting the need for optimization, especially given resource constraints and the need for remote work. HRBPR is basic in boosting morale, optimizing costs, and enhancing efficiency, which are vital for business survival. Effective adaptation of HR strategies supports the resilience of enterprises and contributes to their development in the post-conflict period. Consequently, examining HRBPR as an adaptive strategy is important for ensuring Ukrainian businesses' resilience and preserving human capital.

The research objective is to identify effective approaches to HR Business Process Reengineering (HRBPR) as a key strategy for adapting Ukrainian enterprises to wartime conditions and to develop practical recommendations for implementing these approaches to enhance business resilience and competitiveness in crises.

HRBPR as a strategy for enterprise adaptation during wartime is a relatively new area for Ukrainian research, requiring thorough examination and adaptation of existing approaches. Studies in this field focus on various aspects of human resource management (HRM) in crisis conditions and opportunities for optimization. Dvornik I., Dvornik O., and Harafonova O. [1] emphasize the need to adapt HR strategies to the specifics of military actions, highlighting the importance of flexibility and rapid response to changes. Their study points to the critical role of maintaining employee morale and ensuring their safety – key aspects of HRBPR in wartime. Obelets T.V. [2] examines the rethinking of HRM approaches in implementing new technologies and communication methods, which is particularly relevant to our research as technological innovations are a vital component of HRBPR for increasing organizational adaptability. Khlebnikova and colleagues [3] focus on the effectiveness of HRM systems during military actions, with their findings underscoring the importance of developing crisis plans and employee support programs, which are essential for forming HRBPR strategies in wartime. Chornodid I.S. and co-authors [4] stress the necessity of adapting traditional HR approaches to new realities and propose the use of innovative

management methods, which aligns with our research's emphasis on innovation in HRBPR. Sereda G. [5] emphasizes the importance of remote HRM as a tool for maintaining business stability amidst uncertainty, offering valuable insights on adapting HR processes to remote work – a critical aspect of reengineering in contemporary conditions. Research from ACC and Deloitte [6] provides statistical data on HRM priorities during crises, particularly the importance of ensuring employee safety and supporting team motivation, which is crucial for determining key directions in HRBPR during wartime. The analysis of Kyivstar and SoftServe [7] showcases practical examples of HR process adaptation to wartime conditions, offering valuable insights for developing HRBPR recommendations for Ukrainian enterprises.

Adapting HR processes during wartime is crucial for business resilience, as challenges such as reduced production and logistical issues arise. Prioritizing employee morale, physical safety, and psychological well-being-along with that of their families-becomes essential. Research from ACC and Deloitte indicates that 74% of respondents identify employee safety as the primary challenge, while 56% consider maintaining motivation critically important. Other challenges include ensuring continuity of work processes, reducing costs, and retaining key personnel. HR process reengineering can be an effective tool to optimize, cut costs, and enhance productivity by implementing new technologies and methods, such as Value Stream Mapping (VSM), to identify and eliminate inefficiencies.

An example of HR process adaptation during wartime is seen in the experiences of Kyivstar and SoftServe. Kyivstar has developed a comprehensive employee support strategy focusing on communication through the Workplace platform, enhanced safety measures, and financial support, including relocation compensation. The company also fosters leadership skills through training with international experts. SoftServe, meanwhile, has introduced a flexible leave policy with paid time off for military service, conducts regular surveys to assess employee safety, and provides psychological support. Both companies emphasize employee well-being and business resilience. Through HR process reengineering, they optimize workflows, reduce costs, and improve HR management effectiveness, which is particularly significant in wartime.

Adapting HR business processes during wartime requires significant shifts in priorities and management approaches. The primary focus shifts to ensuring the physical and psychological safety of personnel, necessitating the development of flexible and supportive systems tailored to individual needs. HRBPR becomes a critical tool for achieving these goals, as new HR approaches are characterized by flexibility, individualization, and an emphasis on psychological support. This approach fosters a safe work environment, helping businesses not only survive in crisis conditions but also preserve human capital for future recovery. Many companies have pivoted toward supporting the emotional stability of their employees by adopting modern technologies, management methods, and remote work. This enables them to retain talent and maintain productivity in challenging circumstances. HRBPR optimizes these approaches, ensuring adaptation to emerging challenges.

In Ukraine, HRBPR during wartime helps organizations quickly adjust to new challenges by reshaping traditional management approaches. The demand for flexibility in HR processes enables organizations to respond effectively to changes, optimize procedures, and reduce costs. In high-stress environments, implementing support programs to maintain team morale is essential. Techniques such as Value Stream Mapping (VSM) aid in reducing hierarchy and improving processes, enhancing overall efficiency. Additionally, reengineering facilitates adaptation to remote work and helps retain key employees by improving work conditions.

In current conditions, HR management in Ukraine faces challenges that require swift adaptation. Business Process Reengineering (BPR) is vital for optimizing HRM, reducing costs, and increasing efficiency. The war demands rapid responses to external changes, and

BPR helps HR processes become more agile. Elevated stress among employees calls for new support programs to maintain morale. HRBPR supports the reduction of hierarchy, faster decision-making, and improved communication. Retaining key employees is essential, and BPR supports this by enhancing working conditions and introducing new motivational forms. The integration of new technologies into HR processes further supports remote work and communication. Studying the potential of BPR for HRM is crucial for adapting to new challenges and preparing for the future recovery of organizations.

Implementing BPR in HRM within Ukrainian companies faces several challenges. Employee resistance to change is notable, especially in wartime conditions where stress and uncertainty may amplify scepticism towards new initiatives. Additionally, inadequate workforce preparation and a lack of knowledge about new technologies and methods hinder adaptation. Economic instability limits budgets essential for BPR while integrating new technologies requires substantial investment and time. Increased stress from ongoing changes, cultural barriers—stemming from the need for shifts in corporate culture – and uncertainty in the external environment complicate long-term planning. These challenges necessitate careful planning and a strategic approach to successfully implement BPR and support employees.

To prepare for BPR challenges, Ukrainian companies should analyse existing HR processes, engage employees in change initiatives through surveys and workshops, invest in training on new technologies, automate HR processes, foster an innovation-oriented culture, monitor results, provide psychological support, and remain flexible. These measures will help businesses adapt to BPR, ensuring their resilience and growth amid instability. Ukrainian companies can also adopt international BPR practices to enhance HRM efficiency. Key practices include the Harvard Business School (HBS) methodology, which provides a structured approach to process analysis, design, implementation, and monitoring. Value Stream Mapping (VSM) is another important tool, helping to visualize HR process stages and identify inefficiencies. Agile HR processes allow for quicker adaptation while integrating advanced technologies like HRIS systems reduces administrative costs. Focusing on talent development through training programs and involving employees in change processes minimizes resistance. Establishing clear KPIs for BPR outcomes in HRM and implementing psychological support programs help maintain team morale. These international practices can form the foundation for Ukrainian companies to implement BPR in HRM, enabling them to adapt to new challenges and ensure resilience in difficult conditions.

Thus, HRBPR emerges as a vital strategy for Ukrainian enterprises to navigate wartime challenges, ensuring resilience and efficiency. By leveraging modern technologies, flexible methodologies, and innovative practices, HRBPR not only optimizes HR functions but also sustains employee morale and retains critical talent. The examples of Kyivstar and SoftServe illustrate that focusing on employee support—particularly through psychological assistance and new forms of motivation – is an effective means of overcoming crises. HRBPR facilitates rapid adaptation, enhances internal processes, and lays a foundation for the future recovery and growth of Ukrainian businesses in difficult conditions.

#### References:

1. Dvornyk I., Dvornyk O., Harafonova O. (2023) Modern strategy of enterprise personnel management in wartime. *Modelling the Development of Economic Systems*, no. 2, pp. 144–152. DOI: <https://doi.org/10.31891/mdes/2023-8-19>
2. Obelets T.V. (2022) Transformation of human resource management strategies in turbulent conditions. *Economic Bulletin of NTUU "Kyiv Polytechnic Institute"*, no. 21, pp. 68–74. DOI: <https://doi.org/10.205352307-5651.21.2022.254925>

3. Khlebnikova T., Temchenko O., Bilinska O. (2023) Effectiveness of personnel management systems in wartime. *Economy and Society*, no. 50. DOI: <https://doi.org/10.32782/2524-0072/2023-50-66>
4. Chornodid I.S., Vasylets N.M., Petrenko V.M. (2022) Features of personnel management in wartime. *Problems of Modern Transformations. Series: Economics and Management*, no. 6. DOI: <https://doi.org/10.54929/2786-5738-2022-6-04-08>
5. Sereda H. (2022) Problems and prospects for the development of remote HRM in Ukraine in the war and post-war period. *Social and Labour Relations: Theory and Practice*, vol. 12, no. 1, pp. 50–61. DOI: [https://doi.org/10.21511/slrltp.12\(1\).2022.05](https://doi.org/10.21511/slrltp.12(1).2022.05).
6. ACC, Deloitte. *Survey on the impact of war on human capital management approaches*. 2024. 30 p. Available at: [https://www2.deloitte.com/content/dam/Deloitte/ua/Documents/Press-release/AmCham-Deloitte-Survey-on-impact-of-war-on-HC\\_UKR.pdf](https://www2.deloitte.com/content/dam/Deloitte/ua/Documents/Press-release/AmCham-Deloitte-Survey-on-impact-of-war-on-HC_UKR.pdf) (accessed: 01.10.2024).
7. Mironenko T. HR during wartime: How to support and direct thousands of employees during a crisis. Cases from three major Ukrainian companies. *Forbes Ukraine*. Available at: <https://forbes.ua/inside/hr-pid-chas-viyni-yak-pidtrimuvati-ta-spryamovuvati-tisyachi-spivrobotnikiv-pid-chas-krizi-keys-trokh-velikikh-ukrainskikh-kompaniy-21042022-5566> (accessed: 01.10.2024).
8. Zavalnyuk I. The best HR strategies in wartime: Top executives share management secrets. *UA.NEWS*. Available at: <https://ua.news/ua/money/luchshye-hr-strategyy-v-uslovyah-vojni-top-rukovodytely-podelylys-sekretamy-upravlenyya> (accessed: 01.10.2024).