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Analysis of tools for evaluating the effectiveness of the personnel adaptation system in the context of the social entrepreneurship

■ **Abstract.** In the context of war and economic instability, social enterprises in Ukraine face numerous challenges, including limited resources and the need for a special approach in the human resources area. These factors make an effective system of employee adaptation crucial for ensuring the stability and sustainable growth of such enterprises. The article aimed to study and analyse the main tools and approaches for assessing the effectiveness of the staff adaptation system in the context of social enterprises. To achieve this goal, the methods of analysis, synthesis and content analysis were used to systematise existing scientific data. The study found that well-organised staff adaptation system helps to reduce staff turnover, increase productivity and engage employees in the social mission of the enterprise. The analysis of scientific works has identified the key factors of successful personnel adaptation under martial law, as well as the main

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challenges and risks faced by newcomers. The essence of assessing the effectiveness of the adaptation system is revealed, the priority criteria and tools for its evaluation, their advantages and risks are identified. The need for regular assessment of the socio-psychological climate and the level of professional training was justified. The most priority criteria and tools for assessing the effectiveness of the staff adaptation system are highlighted. The objective and subjective results of the assessment are considered, on the basis of which recommendations to improve the adaptation processes in enterprises are developed. The practical value of the study lies in the development of specific recommendations for assessing and optimising adaptation processes in social enterprises, ensuring their stability and success even in conditions of war and limited resources; the results of the study can be used in business operations, particularly in social enterprises of various ownership forms, to improve the efficiency of decisions in the human resources area

■ **Keywords:** onboarding; rating; sole proprietor; labour productivity; key performance indicators; tool kit; public organisations

■ INTRODUCTION

Entrepreneurship is a key driver of economic development, creating jobs, fostering innovation, and increasing overall prosperity. It reduces unemployment and stimulates economic activity by launching new businesses. Entrepreneurs seek novel solutions to problems and meet consumer needs, leading to innovative products and services that enhance productivity, efficiency, and competitiveness. New businesses also stimulate market competition, compelling existing companies to improve efficiency, lower prices, and enhance service. Successful entrepreneurs attract both domestic and international investment, supporting economic growth through venture capital, private investments, and government grants. By investing in local communities, entrepreneurs develop infrastructure, education, and social programmes, improving the quality of life and contributing to economic growth. For example, V. Terziev *et al.* (2020) highlighted a trend across various European countries, including Greece, Bulgaria, Ireland, Italy, Malta, and Estonia, where organisations that combine entrepreneurial spirit with social goals are emerging. This trend is driven by increased and diversified needs due to changing behaviour patterns, lifestyles, and transformations in social security systems. The concept of social entrepreneurship is particularly relevant for supporting and revitalising Ukraine's economy amid wartime challenges. Social enterprises play a role in social stabilisation by integrating veterans, internally displaced persons, and other war-affected groups, and addressing issues such as unemployment and social inequality.

A number of scholars study various aspects of the social entrepreneurship concept. The article by O. Yurchenko & O. Svyryda (2022) examined the essence and main criteria of social entrepreneurship, its development in European countries, assessment of the impact on the competitiveness and efficiency of the European economy, as well as the emergence and formation of this concept in Ukraine. N. Pylypenko & O. Karpets (2021) discussed the essence and features of social entrepreneurship, its role in solving socio-economic problems of society, as well as the differences between traditional and social entrepreneurship. N. Pylypenko & O. Karpets (2021) argued that understanding the essence of social entrepreneurship can lead to the introduction of new, more effective tools for solving socio-economic problems, and identify factors that contribute to the success of social entrepreneurial projects. O. Zhurakhivska (2024) explored the potential of social business to transform Ukraine after the war. She em-

phasises that the social economy is more sustainable and efficient than some other traditional economic sectors, as it creates a foundation for supporting employment of vulnerable groups and promotes economic growth. Therefore, social entrepreneurship has a great potential to stimulate Ukraine's recovery.

Social entrepreneurship carries dual risks: social and economic. These enterprises allocate part of their profits to social projects, which may be non-profit or loss-making. For success, social enterprises need a higher level of professionalism in managing both business and social aspects, particularly during economic crises and wartime. One of the key aspects that will help social enterprises to remain effective and able to help society in solving important social problems is to increase the efficiency of staff adaptation, which optimises resource use, reduces turnover, and fosters strong, mission-focused teams. According to the Human Capital Institute, around 60% of companies limit employee onboarding to brief introductions, which triples the risk of resignation during the probationary period (Why new employees quit, 2019). Effective onboarding, which integrates new hires quickly, enhances staff stability, reduces turnover, and improves the company's human resources (HR) rating. Achieving high-quality onboarding requires defining goals, methods, and tools for assessing effectiveness, and constantly monitoring and improving the system. Despite numerous studies on the concept of social entrepreneurship in general and on the adaptation of commercial enterprises' staff in particular, the specifics of employee adaptation in social enterprises still remain underexplored. Effective adaptation can significantly enhance productivity and stability in resource-limited enterprises with specific social missions. Therefore, this study aimed to analyse and assess the main tools and approaches for evaluating staff adaptation systems in social enterprises, identify unique aspects of adaptation, and develop recommendations to improve these processes.

■ MATERIALS AND METHODS

The theoretical and methodological basis of this study is the work of scholars on the organisation of the adaptation process at an enterprise and evaluation of its effectiveness. In the process of writing the paper, a system of general scientific and special methods was used. Generalisation – to generalise the theoretical and methodological principles of personnel adaptation in general and to evaluate the effectiveness of the adaptation system, in particular; to form a

general idea of impact of the staff adaptation on enterprises, the role of staff adaptation in Ukrainian enterprises for stabilising the economy, in particular during wartime. Analysis and synthesis, induction and deduction – to set the goal of the research; to review and systematise existing researches related to social enterprise; to identify the main challenges and risks that a newcomer may face in martial law; to highlight the most priority criteria and indicators for evaluating the effectiveness of the staff adaptation system, determining their advantages, possible risks and shortcomings, as well as expected objective and subjective results; to consider the process of adaptation as a holistic system consisting of several stages and including the interaction between employees, management and the external environment. Content analysis method – to analyse scientific publications and research on the topic of staff adaptation. Statistical method – to process quantitative data, including the number of registered individual entrepreneurs in Ukraine, the number of social enterprises in different European countries, and other indicators that characterise the activities of social enterprises. Comparative method – to compare the development of social entrepreneurship in Ukraine and other European countries; to identify common trends, as well as peculiarities of the development of social enterprises in wartime in Ukraine; to compare different systems of staff adaptation, including those used in normal conditions and those needed in times of war.

The following statistics and other materials were used in the research: data on the number of social enterprises in Europe; the number of people employed in social enterprises in the EU and the approximate value of this indicator in Ukraine according to existing studies; data on the involvement of vulnerable groups of the population by social enterprises; data on the organisational forms of social enterprises in Ukraine and the share of each; data on the number of registered individual entrepreneurs in 2021–2023 and start of 2024 in Ukraine; identification of the most popular types of activities among new individual entrepreneurs in 2023 (Social entrepreneurship in Ukraine..., 2020; Terziev *et al.*, 2020; Novyk, 2022). This data was used to confirm the importance of social enterprises in addressing economic, social and environmental challenges, as well as to analyse trends in social enterprise development in Ukraine and Europe.

■ RESULTS

Ukrainian society is going through a series of wartime challenges that have led to the development of crises in the social, economic, and political spheres. Under such conditions, the state demonstrates limited capabilities against an unlimited number of unresolved social problems. A low level of material security, mass unemployment, and a high proportion of vulnerable population groups – all these factors drive the search for alternative ways to solve social problems. One of the innovative tools for addressing these issues could be the activities of social enterprises. The main directions of this sector's activities are the social and economic integration of socially vulnerable groups into public life, the reduction of unemployment and poverty, and the implementation of social measures, among others. Social enterprises, which combine commercial

activities with social goals, play a crucial role in supporting vulnerable population groups, creating jobs, and ensuring stability at the local level. Social entrepreneurship represents a concept that creates alternative business models which are market-oriented and at the same time benefit society. Such enterprises integrate all market participants: employees, employers, investors, consumers, and other stakeholders.

In European countries, there are more than 2,000,000 social enterprises providing jobs to nearly 11,000,000 workers. The highest number of social enterprises is found in the United Kingdom (around 70,000 units) (Social entrepreneurship in Ukraine..., 2020). The main types of social enterprises in this country are traditional cooperatives, social cooperatives, medical/social associations, volunteer organisations, and sheltered workshops for disabled individuals. Social enterprises in Poland, Italy, the Netherlands, Portugal, Hungary, Ireland, and Estonia also make significant contributions to the national economy. According to foreign researchers, social enterprises play an important role in enhancing the competitiveness and efficiency of the European economy in various ways: by increasing economic activity of unused labour resources; mobilising local resources; raising entrepreneurial culture; removing market rigidity; and promoting market flexibility (Terziev *et al.*, 2020). Ukraine has numerous social enterprises that demonstrate it is possible to engage people in work who have found themselves in social isolation and turn their vulnerability into a driving force for business projects, as well as improve the existing market products or services. Social businesses that earn more also invest more in social change. This stimulates growth in public awareness, demand, trust, and profits, which are re-invested in changes, a factor that is especially relevant in the difficult conditions of war.

The activities of social enterprises are of great importance to society in addressing economic, environmental, and social problems. For example, in 2020, the leading indicator of the quality of social business activities – employment – showed that the approximate annual figures averaged 250 employed individuals per specialised social enterprise (Social entrepreneurship in Ukraine..., 2020). Hence, the approximate annual figures for all social enterprises amounted to 87,500 employed individuals. This constitutes 21% of all employed individuals in the country for the year. Social enterprises predominantly focus on employing individuals from socially vulnerable categories. Consequently, social enterprises approximately employ an average of 2% of such individuals (persons with disabilities, internally displaced persons, veterans) per year. The significant role of social enterprises in addressing economic and social issues is highlighted by data, according to which social enterprises provide social services to an average of 80 socially vulnerable individuals per month (Social entrepreneurship in Ukraine..., 2020). This means that, on average, around 960 individuals become clients of one social enterprise annually. Across the entire social business sector, the annual client base averages 960,000 individuals. This represents 16.5% of the recorded socially vulnerable categories (persons with disabilities, internally displaced persons, veterans, individuals in difficult life circumstances, homeless people).

The number of social enterprises in Ukraine has been steadily increasing. This growth is a response to the manifestations of the socio-economic crisis and the necessity to find alternative sources of funding and tools to address the social problems of the most vulnerable categories of citizens. As a result, like-minded individuals often come together around this activity, and financial capital is formed through the attraction of financial support from investors or by pooling the funds of like-minded founders. As of 2023-2024, there is no official statistical information on the number of social enterprises in Ukraine. With the start of hostilities in February 2022, the registers and the State Statistics Service of Ukraine do not have the right to publish such data. Since the first days of the full-scale invasion of Russian troops into Ukraine, both military and civilian citizens in various regions of the country have come under shelling and airstrikes. For many Ukrainians, the consequences of the loss of health from the actions of the Russian army are irreversible, they become disabled. It is these and other issues that are the driving forces behind the active development of social enterprises.

After the start of the full-scale invasion, Ukrainian society began to actively participate in the organisation of forms of social entrepreneurship (public organisations, charitable foundations, and volunteer organisations). Social enterprises as subjects of entrepreneurial activity can be represented by various forms of activity, namely: individual entrepreneurs – 26%, private enterprise – 16% and public organisation – 14%. It is also possible to register social enterprises in the following forms: limited liability company – 13%, agricultural cooperative – 10%. In June 2023, 31,477 individual entrepreneurs were registered – a record number over the past three years. On average, about 25,000 new cases are registered per month. As of the first quarter of 2024, more than 74,000 new individual entrepreneurs were registered in Ukraine (Fig. 1).

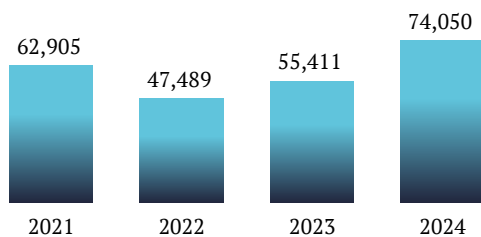


Figure 1. The number of registrations of new individual entrepreneurs in Ukraine

Source: created by the authors based on I. Novyk (2022)

This value is 33.6% more than last year. The majority of individual entrepreneurs are registered in Kyiv and Dnipropetrovsk regions. The most popular among new individual entrepreneurs in 2023 were the following areas: retail trade, information technologies (IT), provision of other individual services, wholesale trade, food and beverage services. Among new sole proprietors that provide individual services, hairdressers and beauty salons were the most used by type – 18,059 new businesses. The most popular areas for new companies were wholesale trade, activities of public organisations and provision of social assistance. In Ukraine, social entrepreneurship operates within small and medium-sized businesses and as a self-financing tool

for public organisations seeking financial sustainability. So far, it cannot cover a large business in terms of the scope of its activities and capabilities. The main types of activities of social enterprises are given on the Figure 2.

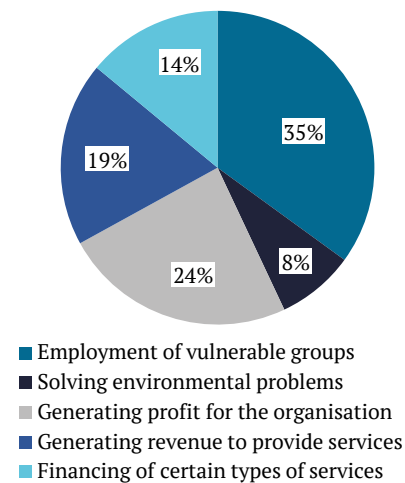


Figure 2. Main types of activities of social enterprises
Source: created by the authors based on I. Novyk (2022)

The conducted study confirmed the gradual increase in the number of social enterprises in Ukraine. The trend towards social business existed in Ukraine even before 2022. However, the full-scale war has highlighted that this form of entrepreneurship can effectively address the problems of those most in need of support. Many Ukrainian businesses have a social mission. At the same time, social entrepreneurship has not yet reached a sufficient level of development in the country. As noted by O. Yurchenko & O. Svyryda (2022), issues such as the lack of initial capital, insufficient public awareness about the essence and mechanism of this type of entrepreneurial activity, as well as the absence of a legislative framework regulating the functioning of social enterprises, contribute to this.

Social enterprises, unlike traditional commercial ones, have specific missions aimed at solving social problems, which requires a special approach to handling HR. Social enterprises often work with vulnerable groups of the population, which creates additional physical and psychological stress on employees (Mito *et al.*, 2024). Therefore, the effective adaptation of employees in social enterprises helps them integrate more quickly into the work team, which increases their productivity and job satisfaction. Reducing stress and increasing the comfort of new employees during the adaptation process is key to ensuring their long-term engagement and loyalty to the enterprise. Social enterprises have a unique mission and values that must be conveyed to new employees. An effective adaptation process helps to quickly integrate new employees into the corporate culture, encouraging their engagement in the enterprise's social mission. This, in turn, boosts employee motivation and their willingness to actively contribute to achieving the organisation's goals.

It should also be noted that social enterprises often have limited resources, so the effective adaptation of new employees is economically advantageous. Reducing training costs and shortening the time required to reach full

employee productivity allows the enterprise to optimise its operational expenses and allocate the saved resources to the implementation of social projects. This is especially important in times of economic instability, when every resource counts. Effective adaptation helps reduce employee turnover, which is an important factor for the stability and sustainable development of social enterprises. High turnover can lead to the loss of accumulated knowledge and experience, negatively impacting the overall efficiency of the organisation. Ensuring a proper adaptation process helps retain qualified employees, which is particularly critical for social enterprises that often rely on the specialised knowledge and skills of their staff. Developing and implementing an effective onboarding system is a logical extension of the hiring process. It is a kind of return on investment. The company has spent some money on the selection and recruitment of staff, and now, having found the best candidate, it must do everything to ensure that the newcomer stays with the company and returns the money spent in the form of successful implementation of their knowledge, skills and abilities.

The term “staff adaptation” or “onboarding” is defined as a system aimed at involving newly arrived employees in the performance of direct work duties in a new environment with soft and effective integration into established organisational groups (teams). According to W. Walker-Schmidt *et al.* (2022) and R. Gomes & D. Sousa (2023), an effective staff adaptation system addresses several crucial tasks (Adaptation of personnel, 2020). Firstly, it aims to minimise the costs associated with hiring and adapting new employees. When a newcomer quickly acclimatises and starts performing their job duties, the return on investment from a well-structured adaptation system helps the company achieve its strategic goals more rapidly. Secondly, it reduces the feeling of uncertainty. The human psyche is such that uncertainty and a sense of being “suspended” do not facilitate the performance of daily tasks, whether domestic or work-related. A well-designed adaptation system minimises these feelings, allowing new hires to take up their immediate duties more swiftly. Furthermore, an effective adaptation system lowers the risk of dismissal during the probationary period. When new hires are unsure

of their abilities and do not understand their next steps, they are more likely to consider leaving the company. The system also enables better estimation of the newcomer’s future time commitment. Facing new tasks for the first time often forces employees to seek help from more experienced colleagues, thereby distracting them from their duties. With a proper onboarding system, on-the-job training becomes an integral part of the process, minimising such disruptions. Additionally, it enhances the employee’s sense of ownership of organisational processes and fosters the adoption of the organisational culture. Organisations that establish an emotional connection with their employees early in the process tend to have higher levels of overall engagement and retention. This emotional connection ultimately boosts productivity, as new employees are more likely to achieve productivity gains when they feel connected to the organisation.

A. Lobza *et al.* (2021) believe that a common element of the staff adaptation system in business is the development of an algorithm (toolkit) of measures, which is essentially a kind of memo for newcomers. There they can find answers to the most common questions that they may have in the course of work. This measure also has a strong psychological impact – the implementation and use of such plans makes the employee understand that the company has taken care of them, it is a manifestation of a kind of attention. As a variant of team building, branded products and wishes from colleagues can be added. When implementing the onboarding system, the company facilitates access to the necessary resources to help the newcomer get started as quickly and efficiently as possible. This can include training courses, numerous soft and hard skills development trainings, and access to educational courses. Support from the company’s leadership and colleagues in training and staff development as part of the adaptation policy is an extremely important element of building staff loyalty. Interaction with more experienced colleagues and the adoption of their experience ultimately creates a sense of belonging and unity for the newcomer and the team (Gajda, 2019). In general, the employee onboarding system can be divided into four key stages (Fig. 3).

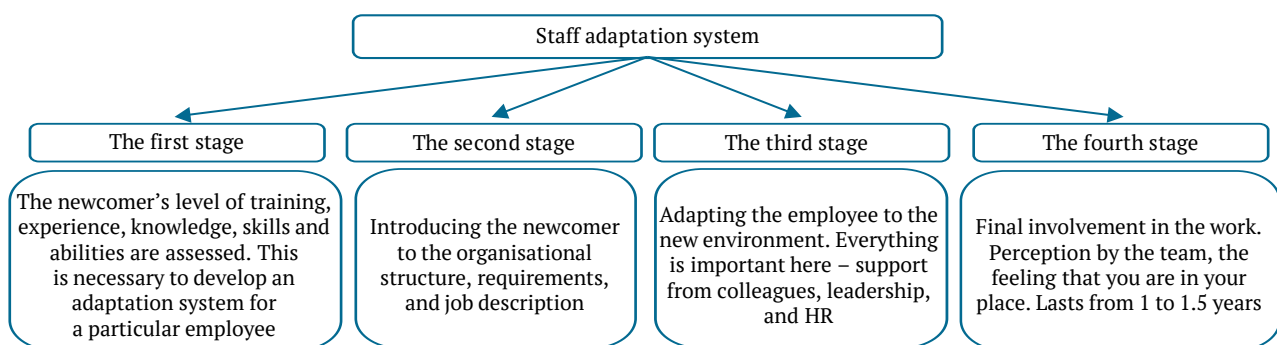


Figure 3. Staff adaptation system

Source: created by the authors based on Adaptation of personnel (2020), T.Yu. Fedorchuk & T.V. Mozharovska (2023)

Effective staff adaptation in Ukrainian enterprises during armed aggression plays a pivotal role in maintaining operational stability, supporting employee well-being,

fostering resilience, and enabling strategic agility. By investing in comprehensive adaptation processes, enterprises can better navigate the complexities of the conflict,

protect their workforce, and sustain their business operations. Effective adaptation allows enterprises to swiftly realign their strategies and operations to adapt to the changing environment. It enables employees to acquire new skills and competencies needed to navigate the challenges posed by the conflict, such as remote work, digital communication, and agile decision-making. This flexibility and adaptability are key to maintaining competitiveness and ensuring long-term survival in a volatile context. The process of staff adaptation in the context of armed aggression can be a boost that will help employees get out of their perceived comfort zone, pay attention to their own development and training to meet the current needs of the labour market. But for this, they need support from colleagues and leadership, both psychological and organisational.

When implementing staff adaptation measures in the current conditions of a full-scale invasion, it is necessary to find answers to the following questions: does the system really help new employees to adapt to work under martial law; at what stages of adaptation do the greatest difficulties arise; how can the adaptation system be improved to meet the new conditions. The quality of staff adaptation during the wartime period is of particular importance, as it is important to take into account the emotional state of employees and their individual needs. I. Chornodid *et al.* (2022) believe that in this context, it is important to expand communication with employees in order to maintain their moral and psychological state, as well as to provide physical protection and psychological assistance. Such adaptive approaches aimed at caring for employees and their families are becoming key components of HR practices in wartime, which allows to preserve the potential of the staff and ensure productive work even in difficult circumstances.

Effective adaptation of an enterprise's staff can have a significant positive impact on the economy as a whole through several key mechanisms: increased labour productivity, reduced unemployment, improved quality of products and services, reduced staff turnover costs, investment attraction, improved social climate and increased innovation. Well-adapted employees reach a high level of productivity faster, which increases the overall productivity of the enterprise. This contributes to the growth of production of goods and services, which has a positive impact on the country's economic performance. When employees quickly and successfully adapt to new working conditions, they are less likely to leave. This helps to reduce unemployment, stabilise the labour market and improve the welfare of the population. Adapted employees have a better understanding of their responsibilities, quality standards and corporate culture, which contributes to the quality of products and services, increasing the company's competitiveness in both domestic and foreign markets.

Effective onboarding reduces the costs associated with recruiting, hiring and training new employees, allowing businesses to allocate the savings to other important areas such as innovation and development. Businesses with a high level of staff adaptation demonstrate stability and efficiency, which attracts investors. Domestic and foreign investments contribute to economic growth and the development of new projects. Effective adaptation creates a positive social climate at the enterprise, which promotes employee loyalty and reduces stress, improving the overall atmosphere in society and contributing to social stability.

Employees who are well adapted are better engaged in the work process and tend to generate new ideas, stimulating the innovation activity of enterprises, which leads to technological development and increased competitiveness of the economy. Thus, effective staff adaptation helps to increase productivity, reduce costs, improve the quality of products and services, attract investment and stimulate innovation, which all have a positive impact on the country's economy.

Noting the significant contribution of scientists to the study of the essence and content of the process of staff adaptation, it should be noted that at present, modern research and publications do not identify a single tool for assessing the system of staff adaptation at enterprises. The tools for assessing its effectiveness are rarely considered separately, most often they are studied in conjunction with the organisation's personnel policy. It should also be noted that the scientific literature demonstrates a significant lack of qualitative research on the specifics of adaptation of social enterprise staff. Most of the available studies focus on the adaptation of employees in commercial structures, which does not take into account the specifics of social enterprises. Social enterprises have unique tasks and missions that combine economic and social goals, so staff adaptation in such conditions has its own peculiarities. The lack of in-depth research in this area limits the ability to develop effective adaptation strategies that take into account the specific challenges faced by social enterprises. It also makes it difficult to integrate new employees and reduces the efficiency of such enterprises. Filling this research gap is necessary to increase the level of understanding of adaptation processes in social enterprises and to develop methodologically sound recommendations for their successful integration into the socio-economic environment.

According to scientists A. Lobza *et al.* (2021), the success of the adaptation process depends on many factors. It is the provision of relevant and comprehensive information on such aspects as: informing newcomers about the company's mission, strategic goals and development vectors; core values of the company and the role of the employee in their direct formation; basic personnel and production processes in the company, their organisational structure and features of internal corporate communications; personnel policy of the company; organisational structure of the company, features of subordination, vertical and horizontal hierarchy; corporate culture, code and other informal. The more information employees receive, the more thorough it is, the sooner they will be able to become full members of the team and perform duties as efficiently as possible. The factors that contribute to the adaptation of a newly hired employee are also identified in the article by J. Gajda (2019). Adaptation should be an organised and controlled process. It should include the following mandatory elements: set deadlines (at least 2 months of adaptation); provision of information on the specifics of the company's activities, tasks in this position and other important aspects of functioning in the organisation; availability of an experienced mentor; a high-quality social environment where the roles of colleagues are clearly understood and there is space to build and maintain proper interpersonal relationships.

In social enterprises, staff onboarding has unique aspects due to the dual nature of their activities, combining economic and social goals. New employees need to

understand and accept these two areas, which requires specialised training and socialisation. It is important that new employees share the ethical and social values of the enterprise, integrating into cultural norms and practices that are geared towards achieving social goals. Social enterprises also often hire representatives of vulnerable groups, such as veterans or people with disabilities, which requires a special approach to adapt to their specific needs. Key factors for the successful integration of new employees are high-quality professional training and development, including orientation, training and mentoring. Psychological support, especially in times of high stress and crisis, is important to reduce stress and increase productivity. Effective communication and regular feedback help to solve problems and keep employees motivated, while inclusiveness ensures that all employees feel part of the team, taking into account different cultural and social backgrounds.

In addition to internal factors influencing the adaptation of personnel, the effectiveness of personnel adaptation is currently largely determined by the external conditions of operation of enterprises. Starting from February 2022, the issue of staff adaptation of Ukrainian enterprises in the context of armed aggression is relevant. The system of staff adaptation of modern Ukrainian enterprises during the war period faces many challenges and risks. The main ones are noted by M. Pyzhova & O. Pyzhov (2023). Economic instability leads to job losses and increased competition in the labour market. In times of economic crisis, businesses are often forced to cut costs, including reducing the number of employees. This increases the number of unemployed people actively looking for new job opportunities. As the number of candidates for a limited number of vacancies grows, competition for jobs increases significantly. This, in turn, may lead to lower requirements for salaries and working conditions, as employers are able to choose from a larger number of applicants willing to work on less favourable terms. This puts additional psychological pressure on job seekers who feel uncertain about their ability to find a job that meets their needs and qualifications. In the early stages of employment, new employees often face additional challenges related to the need to quickly adapt to new working conditions, learn new responsibilities and fit in with the team. In times of economic uncertainty, these challenges can be even more pronounced, as employees feel additional pressure to lose their jobs if they do not perform well or do not meet the employer's requirements. This can lead to increased stress levels, decreased motivation and a general deterioration in the psychological state of employees, which in turn negatively affects their productivity and performance (Pyzhova & Pyzhov, 2023).

The need to adapt to new political, social and economic conditions has become a challenge for many people who have been forced to change their place of residence and, consequently, their jobs due to the military aggression. The massive displacement of the population caused significant changes in the labour market as people sought employment in new cities and regions. This often required them to adapt not only to new living conditions, but also to new professional responsibilities, work environments and corporate cultures. Many employees in new locations faced the need to retrain or learn new skills, as their previous experience and knowledge may have been irrelevant

or unnecessary in the new environment. This created an additional burden on the education and training system, which had to respond quickly to new labour market demands. In addition, many people who had previously held full-time jobs were forced to switch to temporary or part-time employment, which affected their financial situation and income stability. This has also affected businesses, which have had to adapt their HR strategies to the new environment, including the introduction of more flexible working hours, the development of remote work and other measures to support their employees in the new environment. Social adaptation also became an important aspect, as employees had to integrate into new teams and establish relationships with new colleagues and leadership. This required a high level of communication skills and emotional stability. For employers, this meant the need to create a favourable working environment that would facilitate the quick and effective adaptation of new employees. The economic situation in the new regions could also be different from their previous place of residence, requiring employees to quickly understand the new economic realities and working conditions. This included differences in salary levels, cost of living, access to social services and other factors affecting the quality of life of employees and their families.

During martial law, business needs can change extremely quickly, requiring companies to be highly flexible and adaptable. This may apply to production processes, logistics, HR, finance and marketing strategies. In addition, changes in legislation and regulatory requirements that may be introduced during martial law also affect business operations. Companies should be prepared to respond quickly to new regulations, which may include export and import restrictions, quotas, changes in tax policy and other regulatory measures. This requires prompt analysis and changes to the company's internal processes and policies. So new employees face the challenge of acquiring new knowledge, skills, advanced training, retraining, education and development. With the need to significantly change their career path and life, many employees have been forced to retrain for professions that are radically different from their usual ones. In this case, the adaptation system should be particularly gentle and unhurried (Pyzhova & Pyzhov, 2023).

Changes in the business environment, including through innovation, often require employees to adapt to new technology platforms or organisational methods. For example, companies may integrate new software solutions to automate processes or use new tools to analyse data, which requires employees to acquire new skills and knowledge. This encourages employees to actively learn and upgrade their skills, which may include participating in training, refresher courses, or learning new technologies on their own. Attracting new employees who can quickly adapt to these changes is also an important aspect for companies. This reduces the time required to integrate new employees into the workflow, increases productivity, and reduces the risk of project delays. Quickly adapting new employees to new conditions and tasks helps companies stay competitive and maintain a high level of innovation even in difficult conditions.

The emotional and psychological aspects of adaptation are crucial in work environment, where stress, emotional burnout, and depressive disorders are increasingly

common among adults of working age. Addressing these issues should be a key component of any adaptation plan. By providing support to help employees manage and overcome such crises, companies can foster a high level of loyalty and commitment. An effective methodology for reintegrating employees into a stable routine not only promotes their well-being but also ensures that they remain productive and engaged, ultimately benefiting the company through enhanced performance and reduced turnover (Pyzhova & Pyzhov, 2023). In addition to addressing psychological challenges, helping newcomers develop essential skills such as creative thinking, critical thinking, and decision-making flexibility is vital. These competencies are crucial for navigating the rapidly changing and often disruptive conditions. Training and development programmes aimed at enhancing these skills enable employees to respond effectively to unexpected challenges and make informed decisions that support the company's operations. By investing in the development of these skills, organisations can ensure that their staff are not only capable of handling current demands but also adaptable and resilient in the face of future challenges.

To enhance the effectiveness of adaptation processes in social enterprises, it is important to integrate social and economic aspects into adaptation programmes, designing them with consideration for professional training and understanding of the social mission. Personalised adaptation programmes should address the individual needs of employees, particularly those from vulnerable groups, by providing additional support and guidance. Implementing a mentoring system, continuous monitoring of the adaptation process, and using digital technologies to manage this process will help to more effectively collect, analyse, and utilise information to optimise adaptation. There is an opinion that staff adaptation as a social process at an enterprise is difficult to formalise and measure. Since the success of staff adaptation is determined mainly by whether it was possible to form new stereotypes of labour behaviour among employees, to support positive motivation and to maintain the desire to achieve sustainable results in work. Therefore, in order to form a system of criteria and indicators of the effectiveness of staff adaptation, it is advisable to approach the evaluation process as organisational function. Evaluation is considered to be the systematic determination of the operations or results of a programme or policy against a set of explicit and implicit standards with the aim of improving the programme or policy. It is divided into process evaluation and outcome evaluation. Process evaluation is the study of what happens within a programme during its implementation (effectiveness evaluation) and is used at an early stage to improve the programme. Outcome evaluation focuses on the final results of the programme and their significance, the achievement of the goal (effectiveness evaluation). Process evaluation focuses on the involvement of participants, activities, events, staff practices, and client actions, while outcome evaluation focuses on what happened to clients (participants) after the programme was implemented.

Evaluation of the effectiveness of the personnel adaptation system in the crisis conditions is a well-organised and purposeful process of determining the level of compliance of the employee's basic professional qualities

with the key requirements of the organisation (in particular, job requirements). The toolkit for evaluating the effectiveness of the employee adaptation system is a set of actions and procedures that allow assessing the newcomers' ability to work, their performance, work intensity, and the effort they make to adapt more quickly. And the more professional this toolkit is, the better the results of its implementation will be. It is advisable to distinguish the following groups of approaches that help a manager to evaluate a new employee: assessment through satisfaction, evaluation through the development of own key performance indicators (KPIs), and integrated assessment of the entire set of adaptation measures in the organisation. The assessment through satisfaction approach focuses on how satisfied the new employee is with various aspects of the job, including work (interest, challenge, responsibility, meeting expectations), workplace (working conditions, equipment, comfort), colleagues (relationships, support, communication), leadership (management style, accessibility, feedback), and salary (meeting expectations, fairness). The evaluation through the development of own KPIs approach focuses on the specific results expected of a new employee, including indicators that characterise the degree of task completion, deadlines, quality of work, number of errors, and so on. The integrated assessment of the entire set of adaptation measures approach provides an overall picture of the effectiveness of adaptation, taking into account the level of satisfaction, KPI achievement, feedback from the manager and colleagues, and integration into teamwork.

To evaluate an employee based on the results of the adaptation period at work (Chornodid *et al.*, 2022), the following toolkit is proposed: a plan-evaluation of entry into the position (a table showing all employee adaptation procedures, the time and results of their implementation); evaluation of a new employee by a mentor (level of professional competence, relationships with work colleagues); assessment by a new employee of the mentor's work and the internal climate in the unit; a report on the execution of control tasks; assessment of work performance, knowledge and skills from the job profile; assessment of the degree of adaptability of the employee, focused on the results of professional adaptation. In order to determine the effectiveness of the adaptation system, it is also necessary to assess the social and psychological climate in the team and the level of professional training of staff from time to time. This assessment should be based on the following criteria: level of professional training; assessment of personal qualities, knowledge, skills and professional abilities; social and psychological climate, degree of informal communication and relationships in the team. After the development and implementation of a set of necessary adaptation measures, the criteria for assessing the performance of staff and the effectiveness of all stages of adaptation should be determined. The main criteria include mastering (improving) the basic knowledge, skills, and abilities required to work in a particular position; prompt completion of tasks in accordance with the adaptation plan and participation in achieving the organisation's strategic goals; social and psychological climate in the team; awareness of the company's key regulatory documents, codes of conduct, rules of business and customer relations; quality of interaction

with leadership and colleagues; job satisfaction and feeling of being part of a team.

An important factor that determines the positive (successful) adaptation of employees and the effectiveness of the personnel adaptation system as a whole is the state of the socio-psychological climate at the enterprise. This factor is especially important in the context of martial law. A harmonious and supportive team fosters favourable conditions for adaptation, relieving stress and promoting confidence through effective leadership and open communication. Psychological support also mitigates stress and aids emotional health. In social enterprises, the socio-psychological climate is even more vital due to the additional emotional demands of supporting vulnerable populations. A positive climate helps manage stress and reinforces commitment to social goals. Effective leadership and a supportive environment are essential for maintaining morale and facilitating adaptation. Moreover, new employees must align with the enterprise's ethical and social values for successful adaptation. This alignment aids integration, strengthens commitment to the mission, and enhances productivity. When new hires share the enterprise's values, they contribute more effectively to its social objectives, boosting the organisation's impact and success.

Employees who find it difficult to work within the team may experience decreased job satisfaction, higher stress levels, and lower productivity. These issues can result in higher absenteeism, increased turnover, and reduced overall performance. The negative impact on productivity and increased costs associated with high turnover can affect the organisation's financial health and competitive position. In the broader economic context, organisations with a positive socio-psychological climate contribute to economic stability by maintaining a more effective and engaged workforce. They are better positioned to meet market demands, innovate, and achieve their strategic goals. On the other hand, organisations struggling with a negative socio-psychological climate may face challenges that hinder their economic performance and long-term

sustainability. Thus, fostering a supportive work environment not only benefits individual organisations but also contributes positively to the broader economy by promoting a more resilient and productive workforce.

The analysis of the social and psychological climate allows to determine its general state and to divide team members into those whose work takes place in comfortable moral and psychological conditions and those who find it difficult to be in a work team, which can directly affect the results of work. The analysis uses a list of specific criteria, for example: satisfaction; productivity; warmth; friendliness, etc. This list can be standard or be formed depending on the needs of the organisation. Ya.V. Amurova & M.A. Momot (2023) identified signs of a comfortable social and psychological climate of a group (team). Subjective signs: trust and mutuality between team members; friendly attitude and constructive claims; freedom to express opinions and ideas on team activities; lack of pressure from leadership and recognition of the right to make decisions; awareness of team members about the goals and state of affairs in the group; high level of emotional connection and mutual assistance; taking responsibility for the state of affairs in the group by each of its members. Objective signs: high performance indicators; low staff turnover; high level of labour discipline; absence of tension and conflicts in the team, etc. These and other indicators can be used as the basis for the tools for assessing the system of adaptation of the personnel of a social enterprise. It is recommended to use a combination of quantitative and qualitative indicators to obtain the most objective assessment. To improve the quality of assessing the effectiveness of staff adaptation at social enterprises, it is advisable to systematise the criteria for assessing the effectiveness of the staff adaptation system at a social enterprise and the relevant assessment tools that are of practical value in the activities of social enterprises, in particular in the conditions of martial law. The most priority criteria and indicators for evaluating the effectiveness of the personnel adaptation system have been allocated (Table 1).

Table 1. Criteria and tools for assessing the effectiveness of the personnel adaptation system at the social enterprise

Criteria	Sphere of influence	Assessment tools
Career development	Prospective internal relocation (both vertical and horizontal)	Calculation of staff performance, KPIs
Organisational culture	Staff loyalty	Calculation of staff turnover rates, staff stability rate, labour force stability index
Objectives of the organisation	Identification of the employees with the organisation, integration of their personal goals with the strategic goal of the organisation	Building a strategic map of goal alignment, using the specific, measurable, achievable, relevant, and time-bound goals (SMART) methodology
Relations with the team	Friendly communication, no social and psychological tension, no conflicts	Employee survey results, monitoring of the social and psychological climate
Relations with leadership	Loyalty to leadership, work motivation	Number of proposals to improve a particular work aspect, involvement in decision-making
Norms and rules in the organisation	Clear organisational hierarchy, no violations of personal boundaries, clear understanding of key rules and regulations	Personnel efficiency, minimisation of downtime, labour productivity
Job description	Correlation of the employee's direct functions and duties performed with the prescribed standards	Determination of time absorbers, calculation of time standards (downtime, training, preparatory and final periods, etc.)
Openness towards leadership and colleagues	Loyalty to the team, leadership, self-identification of the newcomer as a full member of the team	Performance, achievement of own KPIs

Table 1. Continued

Criteria	Sphere of influence	Assessment tools
Training and development	Readiness to learn, speed of mastering new knowledge necessary for the effective performance of direct job duties	Comparison of the company's performance indicators before and after the training of a new employee. Calculation of staff qualification coefficients, educational level
Workplace	Employee satisfaction with their workplace	Ergonomics, downtime, preparatory and final time. These indicators characterise how comfortable and equipped an employee's workplace is
Conflicts	Absence of conflict situations, absence of tension in the team	The level of stress resistance in the team, strategies of behaviour in conflict situations, psychological analysis of the personality
Work in progress	Level of interest in work, tasks, level of competence	KPI achievement, performance, motivation by work and results
Transparency	Understanding of one's own mistakes and a desire to correct them. Adequate attitude of the leadership to the imperfect work of the newcomers at the initial stages of their cooperation with the organisation	Calculation of time savings, materials used, financial costs, labour productivity
Work and qualifications	The ratio of these two indicators makes it possible to assess the effectiveness of the personnel selection procedure and, accordingly, further adaptation measures	Reduction of time costs, financial costs, calculation of the effect of staff training and development, productivity and efficiency
Collaboration with colleagues	Coordinate your efforts with other team members to achieve the strategic goal of the company	Effect of teamwork, productivity of one employee and the team as a whole, team KPI
Motivation and incentives	Satisfaction with the reward system and personal motivation to complete tasks	Calculation of payroll, bonuses, surcharges and their impact on the result
Psychological state	Stable psychological state of the employee, ability to adapt to changes, willingness to work in complex and dynamic conditions	Level of emotional intelligence, level of stress resistance, communication skills

Source: created by the authors based on I. Chornodid *et al.* (2022), I. Shapka & N. Yashkina (2023), Ya.V. Amurova & M.A. Momot (2023)

The results of the assessment of adaptation measures can be briefly described as follows: the employee meets the needs and requirements of the company; the employee meets the chosen position; the employee does not meet the requirements of the company; the employee does not meet the chosen position. Adaptation measures can be considered successful if employees have a clear understanding of their goals and coordination with the company's strategic goal; perform tasks promptly and efficiently and meet deadlines; are not afraid to ask questions, want to learn something new and do not feel ashamed of it; the newcomers are able to find a common language with their colleagues, do not provoke conflict situations, do not stay away from corporate events, and feel like a full-fledged part of the team; the results of their work are approved by the leadership and the employees themselves. Moreover, their performance is not measured in terms of individual performance of job duties, but rather in terms of teamwork and the interconnectedness of the tasks performed.

The criteria and tools for evaluating the effectiveness of the system of staff adaptation at an enterprise, allocated in the article, have a number of advantages. They provide a high degree of objectivity, as most evaluation tools are based on specific metrics and indicators, allowing for the acquisition of objective data on the effectiveness of the adaptation process. They also enable the monitoring of results, facilitating the tracking of staff adaptation outcomes at different stages, which allows for the timely

identification of problems and the implementation of corrective measures. Additionally, these tools support decision-making, enabling to make informed decisions regarding the further development of the adaptation system and the improvement of staff integration strategies. The comparability of these tools allows for the evaluation of adaptation effectiveness across different departments or among various groups of employees, helping to identify the most effective approaches and methods. Finally, their versatility ensures that most tools can be utilised to assess various aspects of adaptation. However, it should be noted that there are possible risks and disadvantages of using this toolkit for assessing the effectiveness of the personnel adaptation system at the enterprise. It should be borne in mind that some aspects of adaptation (e.g., psychological state) are difficult to quantify, and therefore their assessment may require significant time, special knowledge to conduct and interpret the results.

Evaluation of the effectiveness of the personnel adaptation system is informative for the top leadership of an enterprise and can produce objective and subjective results. The objective results of the assessment of the effectiveness of the adaptation system include the reduction of recruitment costs, the minimisation of staff turnover, particularly among those on probation, the reduced waiting time for results from the work of a newcomer, which shortens the onboarding period and increases employee loyalty to the organisation, and the reduction of the time



needed for the adaptation of new employees, allowing staff to spend more time on their direct duties. Subjective results include an improved social and psychological climate in the team and the level of satisfaction of the newcomer with their new job and the employing company in general. According to the results of the assessment of the staff adaptation system at the enterprise, several measures can be taken. The HR department should prepare work instructions, providing an algorithm of actions for a newcomer in a new workplace. The practice of mentoring, supervision, or coaching should be introduced in accordance with the needs of the position and the company's strategy. A toolkit of actions for newcomers should be developed and implemented, and an onboarding plan should be drawn up and communicated. Timely feedback should be provided, and step-by-step monitoring of the adaptation process should be conducted. Depending on the company's needs, a standard of adaptation measures can be developed, offering methodological recommendations for conducting adaptation at the enterprise for different categories of employees (Lobza *et al.*, 2021).

The effectiveness of the personnel adaptation system allows a top manager to quickly integrate an employee into their duties, understand and accept the new organisational and corporate culture, and avoid the stressful aspect of transition to a new job (or first employment). The introduction of modern tools for evaluating the effectiveness of the adaptation system in the business environment should be carried out through the phased implementation of the company's adaptation policy, each stage of which should contain a certain set of tools and techniques by which the manager can assess the correctness of his actions and monitor the process of adaptation of the new employee into the company's life. The key signs of the effectiveness of the adaptation system are the proper performance of duties by new employees and the presence of responsibility for solving tasks, the level of their compliance with behavioural norms and the degree of contact with other employees, as well as the facts of their membership in informal groups, etc. Properly selected tools for assessing quantitative and qualitative indicators of the effectiveness of the adaptation system have a positive impact on the newcomer, involving the study of both the subjective characteristics of the employee and the factors of the production environment, the nature of their impact on the indicators and results of adaptation. Improving the efficiency of staff adaptation under martial law is an important investment in the company's future. It gives the company the opportunity to increase labour productivity, reduce downtime and staff turnover, retain talented personnel and increase competitiveness, and, consequently, increase profits as the main goal of the company's functioning in the market.

■ DISCUSSION

Thus, the study highlights the critical role of staff adaptation in ensuring the effective operation of social enterprises, especially in conditions of limited resources and wartime. For effective staff adaptation, the subjective and objective factors, possible risks and threats should be taken into account. This will create opportunities for stabilisation and sustainable development of the social enterprise in the context of increased instability of the external

environment due to martial law. The study confirmed the importance of staff adaptation as a key factor for the effective functioning of social enterprises in conditions of limited resources, especially during the war. An effective adaptation system helps to reduce staff turnover, increase productivity and sustainability of enterprises that address social problems. This is especially important for businesses that employ vulnerable groups such as veterans, internally displaced persons and people with disabilities. Staff adaptation is multifaceted and includes psychological support, integration into the team, and professional development. This allows not only to engage new employees in productive activities more quickly, but also to increase their motivation and involvement in the company's social mission. As a result, it contributes to long-term staff retention and optimisation of training and adaptation costs, which is critical in an environment of economic instability.

Effective adaptation is vital for business success, promoting staff stability, increasing productivity, and reducing costs, which is particularly important for social enterprises with limited resources. M. Pyzhova & O. Pyzhov (2023) prove the importance of employee adaptation in modern business conditions, focusing on the key components of the adaptation process, taking into account the challenges that arise in martial law, with recommendations for optimising this process. A. Vasylyk & K. Murza (2020) review modern approaches to staff adaptation and organisational socialisation, highlighting the need for a comprehensive process integrated into professional selection and talent development. They stress the importance of process automation and addressing company-specific needs, and identify common mistakes that negatively affect employee attitudes and company reputation. Other authors also consider the problems of social enterprise development. For example, J. Lortie *et al.* (2021) highlight how macroeconomic factors such as public policy and market dynamics affect social entrepreneurship. This broad perspective provides a valuable context for understanding how social enterprises operate in their environments. In contrast, S.C. Talukder & Z. Lakner (2023) focus on the role of crowdfunding as an important financial mechanism for social enterprises, emphasising the external sources of funding that support these enterprises. Both perspectives contribute to a comprehensive view of social entrepreneurship, although they address different aspects of the field. However, these articles do not directly address the challenges of military conflict or limited resources. In contrast, current study focuses on social enterprises in Ukraine that are facing the challenges of military aggression and economic instability. It specifically examines tools and approaches for assessing staff adaptation in the context of conflict and limited resources.

Methodological approaches and conceptual frameworks play a crucial role in understanding and evaluating social entrepreneurship. A. Klarin & Y. Suseno (2023) provide an in-depth analysis of the concept and components of social entrepreneurship that helps to outline the role of employee adjustment in this context. In addition, J.M. Diaz-Sarachaga & A. Ariza-Montes (2022) present a methodology for aligning social entrepreneurship with the Sustainable Development Goals, emphasising the integration of worker development and labour relations into a broader decent work agenda. This article is interesting

for the current research because the development of personnel and the harmonisation of labour relations, as a constituent element of the concept of Decent Work, is an extremely important aspect of the Sustainable Development Goals. These studies bring methodological rigour and conceptual clarity to the discourse on social entrepreneurship and employee adjustment. While J.M. Diaz-Sarachaga & A. Ariza-Montes (2022) offer a framework related to sustainable development, they do not focus on the immediate needs of workforce adaptation in the context of a specific crisis.

M.L. Benjumea Arias & D. Arango-Botero (2019) discuss the significance of the human factor in social entrepreneurship, affirming the view that personnel are a critical element in the effective development of social initiatives. This perspective is further supported by J. Ramya et al. (2024), who emphasise the importance of a human-centred approach in social entrepreneurship, advocating for the alignment of employee adaptation systems with the broader human-centric goals of the enterprise. However, their focus is broader and not specifically linked to the pressures of military conflict or economic instability. In contrast, the current study highlights the importance of a human-centred approach under significant external pressures. It directly connects the effectiveness of adaptation systems with the stability and productivity of social enterprises in crisis conditions. An important topic for research is the adaptation of employees in response to changing working conditions. For example, O. Pinco et al. (2024) examine how remote work, a trend accelerated by the COVID-19 pandemic, has transformed employee adjustment processes. This research is particularly relevant in light of the current global situation, when many businesses, including those affected by conflict, are shifting to remote working models. Similarly, R. Britto et al. (2020) investigate employee adaptation in the IT sector, which is particularly prevalent in social enterprise. The focus is on how these organisations manage workforce and operational change, reflecting the unique challenges and needs of the sector. It is worth noting that these studies do not take into account the impact of military conflict or limited resources on the business in general and the effectiveness of the staff adaptation system in particular.

Thus, as can be seen, there is much common ground in scholars' views on social entrepreneurship and its approach to working with personnel. However, this study on personnel adaptation systems in Ukrainian social enterprises provides a targeted analysis relevant to the specific conditions of a crisis, whereas the reviewed articles offer a broader range of perspectives on social entrepreneurship and adaptation. The primary distinguishing feature of this research lies in its specific focus on challenges arising from crisis conditions and the tailored recommendations for improving personnel adaptation processes in the context of military conflict and limited resources (both human and material, including unstable

funding, issues with power supply, communication interruptions, internet connectivity, etc.). This makes the current study both relevant and deserving of the attention of the academic community.

■ CONCLUSIONS

The paper identifies the key factors that influence the effectiveness of adaptation, as well as the main challenges and risks that newcomers may face in martial law. It is important to note that the stressful situation in the country is a significant destabilising factor in itself, and in combination with a change of job, profession or place of residence, it can cause depressive disorders and emotional stress among employees. In view of this, the leadership of enterprises should pay maximum attention to the development of an effective system of staff adaptation and its adequate assessment. The toolkit for assessing the effectiveness of the adaptation system should include a set of actions and procedures that allow assessing the newcomer's performance, productivity, work intensity, and the efforts. Based on the analysis of scientific studies, the article summarised the priority criteria and tools for assessing the effectiveness of the employee adaptation system. The article identified the advantages, disadvantages and possible risks of using these tools at enterprises, as well as the objective and subjective results that leadership of enterprise can obtain in the process of such an assessment. As a result, a set of measures adapted to the needs of the enterprise based on the assessment of the staff adaptation system was proposed.

It was also found that social enterprises in Ukraine face a number of challenges, including a limited resource base and the need for a special approach to HR. However, an efficiently organised adaptation system can compensate for these shortcomings, ensuring the stability and sustainable development of the enterprise. Thus, the development and implementation of a system of staff adaptation is a prerequisite for the success of social enterprises in Ukraine, especially in times of war, when it is important to make the most efficient use of available resources and ensure social stability. Further research should focus on a deeper analysis of the impact of different models of staff adaptation on the performance of social enterprises. Another important area for further research is the economic and mathematical modelling of the impact of external factors, such as the political and economic situation, on the process of staff adaptation in social enterprises. This will help to understand how different adaptation strategies can be adapted to changing conditions, especially in the context of crisis situations such as war.

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■ CONFLICT OF INTEREST

None.

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Аналіз інструментів оцінювання ефективності системи адаптації персоналу в контексті соціального підприємництва

■ **Анотація.** В умовах війни та економічної нестабільності соціальні підприємства України стикаються із численними викликами, зокрема з обмеженням ресурсів та необхідністю особливого підходу в кадровій сфері. Ці фактори роблять ефективну систему адаптації працівників необхідною для забезпечення стабільності та стійкого розвитку таких підприємств. Метою статті було дослідити та проаналізувати основні інструменти й підходи щодо оцінки ефективності системи адаптації персоналу в контексті соціальних підприємств. Для досягнення цієї мети використано методи аналізу та синтезу, а також контент-аналіз для систематизації існуючих наукових даних. У ході дослідження встановлено, що добре якісно організована система адаптації персоналу сприяє зниженню плинності кадрів, підвищенню продуктивності та залученню працівників до соціальної місії підприємства. У результаті аналізу наукових праць визначено ключові фактори успіху адаптації персоналу в умовах воєнного стану, а також основні виклики та ризики, з якими стикаються нові працівники. Розкрито сутність оцінки ефективності системи адаптації, визначено пріоритетні критерії та інструменти для її оцінювання, їх переваги та ризики. Обґрунтовано необхідність регулярної оцінки соціально-психологічного клімату та рівня професійної підготовки. Виокремлено найбільш пріоритетні критерії та інструменти оцінювання ефективності системи адаптації персоналу. Розглянуто результати оцінки, на основі якої розроблено рекомендації для покращення адаптаційних процесів у підприємствах. Практична цінність дослідження полягає у розробці конкретних рекомендацій щодо оцінки та оптимізації адаптаційних процесів на соціальних підприємствах, що може забезпечити їхню стабільність і успішне функціонування навіть в умовах війни та обмежених ресурсів; результати дослідження можуть використовуватися у діяльності бізнесу, зокрема соціальних підприємств різних форм власності, для підвищення ефективності рішень у кадровій сфері

■ **Ключові слова:** онбординг; оцінка; фізична особа-підприємець; результативність праці; ключові показники ефективності; інструментарій; громадські організації