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Dialectics of Job Stress and Organizational Peace. A critical study on the Management of Personnel Motivation in Enterprise Marketing in the Face of the Ukrainian War Experience

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Abstract

In philosophical terms, the dialectic between work stress and organizational peace focuses on how the war in Ukraine affects the management of personal motivation in corporate marketing. Accordingly, the overall objective of this study is to analyze how job stress affects employee motivation and, in turn, conditions organizational effectiveness in crisis situations, resulting from the war. The methods used included a mixture of qualitative approaches, a reading of the texts and contexts that account for this complex reality, together with open interviews with two experts on the subject. The contribution of this research is to provide recommendations to improve stress management and create a work environment that promotes organizational peace and personal motivation, despite the war, thus facilitating effective recovery during a prolonged crisis. In conclusion, this critical analysis shows that stress at work not only has an impact on the mental health of

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workers, but also directly affects productivity and the organizational environment, with political and economic consequences for society.

Keywords: Dialectics of work stress, Organizational peace, Motivational management, Corporate marketing, War in Ukraine.

Dialéctica del estrés laboral y la paz organizativa. Un estudio crítico sobre la Gestión de la Motivación del Personal en el Marketing Empresarial ante la Experiencia de la Guerra de Ucrania

Resumen

En términos filosóficos, la dialéctica entre el estrés laboral y paz organizacional se centra en cómo la guerra en Ucrania afecta la gestión de la motivación personal en el marketing empresarial. En consecuencia, el objetivo general de este estudio es analizar cómo el estrés laboral afecta la motivación de los empleados y, a su vez, condiciona la eficacia organizacional en situaciones de crisis, resultado de la guerra. Los métodos utilizados incluyeron una mixtura de enfoques cualitativos, realizando una lectura de los textos y contextos que dan cuenta de esta compleja realidad, junto a entrevistas abiertas a dos expertos sobre el tema. El aporte de esta investigación es brindar recomendaciones para mejorar el manejo del estrés y crear un ambiente de trabajo que promueva la paz organizacional y la motivación personal, a pesar de la guerra, facilitando así la recuperación efectiva durante una crisis prolongada. Como conclusión, este análisis crítico muestra que el estrés en el trabajo no solo repercute en la salud mental de los trabajadores, sino que también incide directamente en la productividad y el ambiente de la organización, con consecuencias políticas y económicas para la sociedad en su conjunto.

Palabras clave: dialéctica del estrés laboral, paz organizacional, gestión de motivación, marketing empresarial, guerra en Ucrania.

Introduction

The eminently dialectical relationship⁵ between work stress and organizational peace has become an important issue in companies in the 21st century, especially in the context of the crisis caused by the war in Ukraine. Immersed in a war conflagration that extends in time and geographical space, the constant stress faced by employees affects their personal well-being and affects the productivity and work environment of the organization in which they work. In fact, a study by Nuñez Soriano and Valencia Chávez (2022) showed that there is an *inverse relationship* between work stress and motivation, indicating that high stress can reduce employee engagement and efficiency, thus affecting organizational peace and the overall productivity of a company.

There is no doubt that the war in Ukraine has increased work stress and created an environment of uncertainty and general anxiety. A report by the World Health Organization (WHO), cited by Euro News (2022), highlights that a large part of the population of Ukraine suffers from psychological problems because of the armed conflict, which affects their work performance. This context creates challenges for companies trying to maintain a stimulating and productive environment despite adversity.

WHO estimates that up to 10 million people are at risk of suffering from some form of mental disorder, from anxiety and stress to more serious conditions," Jarno Habicht, WHO representative in Ukraine, said at a press conference held in Geneva by videoconference. (Euro News, 2022, para., 2)

⁵ Following Lander (2008), we understand the notion of dialectics in the materialist sense as the clash of antagonistic conceptual pairs or the friction of material or psychological forces such as stress and labor peace, which end up complementing each other in the advance of historical, individual, and collective processes.

Similarly: "Among **the most serious conditions is post-traumatic stress disorder** (PTSD) caused by distressing events. Cases are rising... which has led another UN body to launch online support services" (Euro News, 2022, para., 3) (emphasis added).

As will be seen throughout the text, effective stress management is a structural pillar to promote organizational peace in any company. Strategies such as emotional support and the creation of a healthy work environment are essential when seeking to mitigate the negative effects, individual and collective, of stress. As explained by Moreira-Saltos, Lóor-Carvajal and Sánchez-Briones (2024), in general terms:

Work stress, characterized by anguish and anxiety, affects the daily activities in different work contexts of employees, reducing their ability to concentrate, make decisions and collaborate effectively in the organization. Their presence leads to a decrease in the quality of work, increased risks and errors that ultimately affect the team's work performance. (Moreira-Saltos, *et al.*, 2024, p. 134).

As you might assume, corporate marketing also faces unique challenges in the unpredictable scenario of the war in Ukraine. Despite the growing objective and subjective, material, and symbolic difficulties, the individual motivation of workers becomes a crucial force for developing effective strategies that adjust to the demands of the market and the problems of the company. In this sense, according to Peña Rivas and Villón Perero (2018), *there is a correlation between a high degree of motivation and higher business productivity*, which suggests that companies should prioritize the emotional well-being of their work teams to achieve their business goals.

In addition to the above, in scientific terms it is interesting to reflect critically on how Ukrainian companies can adjust to the new circumstances established by the war in which they are immersed, since, for sure, no one knows when this conflagration will end. In any case, organizational adaptability, and the ability to react to difficult circumstances are fundamental skills to preserve employee motivation in the face of any crisis. For these reasons, authors such as: Sánchez-Huamán, Villafuerte-Miranda, Flores-Morales, and Neyra-Huamani (2023), propose that companies must be ready to make rapid modifications in their work strategies, thus fostering an environment that enhances both the resistance and the dedication of their protagonists, their workers.

The development of this research is justified by the fact that the dialectic between work stress and organizational peace is a complex issue that requires multidisciplinary attention, even more so in times of crisis, as is the case with the war in Ukraine. A complex and dramatic reality where companies must adopt, always, proactive approaches to stress management and, at the same time, foster, as much as possible, a motivating environment to guarantee not only the well-being of their employees, but also their long-term success for the benefit of the national economy. It was precisely in this crisis scenario that we set ourselves the objective of our research, to analyze how work stress affects employee motivation and, in turn, conditions organizational effectiveness in crisis situations, because of the war.

This work is divided into four parts, independent but interconnected. In the first, a balance of the most relevant international literature on work stress and organizational peace is shown. In the second section, the methodological aspects of the research are explained, in terms of qualitative methodology. Then, in the

third section, the "data" obtained in the research process are analyzed and discussed. Finally, the main conclusions and recommendations of the authors are presented. We believe that this scientific article provides valuable insights on how to address intersubjective challenges and build stronger, more resilient organizations in the face of the adversities of war in Eastern Europe.

1. State of the art. Thematic balance on the categories of work stress and organizational peace in crisis contexts

Any review on the subject shows that the relationship between stress at work and organizational peace is an issue that has gained importance today, particularly in circumstances of crisis such as the war in Ukraine. In this thematic and problematic area, in 2019, the scientific article by Kati, Knežević, Berber, Ivanišević and Leber (2019), analyzes the way in which the institutional policies of the organization affect the resources of workers and their conduct within it. This analysis highlights that a healthy work environment can reduce stress and foster a culture of peace in the organization. But, in addition, the study proposes that companies should implement proactive tactics to manage stress, which leads to better performance and well-being of workers in general. For this reason, people's life and work merge into the existential:

People are facing new challenges for career management and life management arising from the complexity of today's world of work. The goal of an organization is to achieve business goals and intensive development, as well as to focus on the interests of its key employees, the achievement of their personal and professional goals, the harmonization of life and work. Organizations can help employees by introducing them to a new concept called Positive Life Management, which helps to see personal and organizational goals together... (Kati, *et al.*, 2019, p. 12).

In this order of ideas, the effect of work stress is also linked to the effectiveness of the organization, so that, the greater the stress of the human resource, the lower the organizational performance. According to Cooper and Cartwright (1994), in their classic work on the subject, entitled: *Healthy mind; healthy organization: A proactive approach to occupational stress*, it is stated that a proactive attitude to occupational stress not only enhances the mental health of workers, but also promotes a positive work environment. This research argues that the mental well-being of workers is essential to the sustainability of an organization, which means that companies must allocate resources to mental health programs for their employees. The relationship between mental health and performance at work is intrinsic to preserving the tranquility of a given organization.

Additionally, the research entitled *The psychology of sustainability and sustainable development for well-being in organizations* by Di Fabio (2017), emphasizes the relevance of promoting positive and healthy entities. More specifically, the author proposes that the *philosophical action* of promoting a sense of purpose and meaning at work can decrease stress and, at the same time, increase worker satisfaction.

The *psychology of well-being* based on sustainable development in companies, which combines meaning and meaning in the organizational sphere, not only favors people, but also fosters a company culture that is more resistant to adversity. To the point that entities that value emotional well-being are more likely to preserve a calm and efficient environment, even in periods of major crises.

The psychology of sustainability and sustainable development is considered a primary prevention perspective that can promote well-

being in organizations at all levels, from the worker to the group, the organization and interorganizational processes (Di Fabio, 2017, p. 16)

In this order of ideas, another classic work carried out by Ganster and Schaubroeck (1991), studied the impact of stress at work on people's physical and mental health. What is relevant about this analysis is that it highlights that chronic stress can cause serious health problems, which has a negative impact on the productivity of the organization. Finally, the study emphasizes the importance of establishing effective strategies to manage stress, since this favors individual workers and, at the same time, promotes a healthier and calmer company culture for all actors involved.

To conclude this bibliographic balance, Vallejo Calle (2011) examines how the ability to adapt professionally impacts the worker's well-being over time. This suggestive analysis underlines that individuals with greater capacity for adaptation tend to manage stress at work more effectively, which is undoubtedly essential to preserve a harmonious climate in organizations. The ability to adapt becomes a crucial resource to address challenges at work, particularly in fluctuating environments such as the current conflict in Ukraine, where companies need to be versatile to survive and flourish. However, adaptation is not easy and involves a great deal of effort, in fact:

Labor Adaptation is a complex process that goes beyond the individual's work aptitudes and skills, since it involves adapting to the organization, the task and the work environment, which hinders this process, due to the changing and unfavorable working conditions present in many organizations, affecting in turn the performance and job satisfaction of workers and the productivity of the company. (Vallejo Calle, 2011, p. 171)

The works consulted provide, in summary, a realistic vision of the dialectic of stress at work and peace in the organization. Kati, *et al.*, (2019) underline the relevance of a healthy work environment to reduce stress and promote a positive corporate culture in times of crisis. Cooper and Cartwright (1994) underline the importance of mental health for the sustainability of an organization over time, recommending investment in well-being programs.

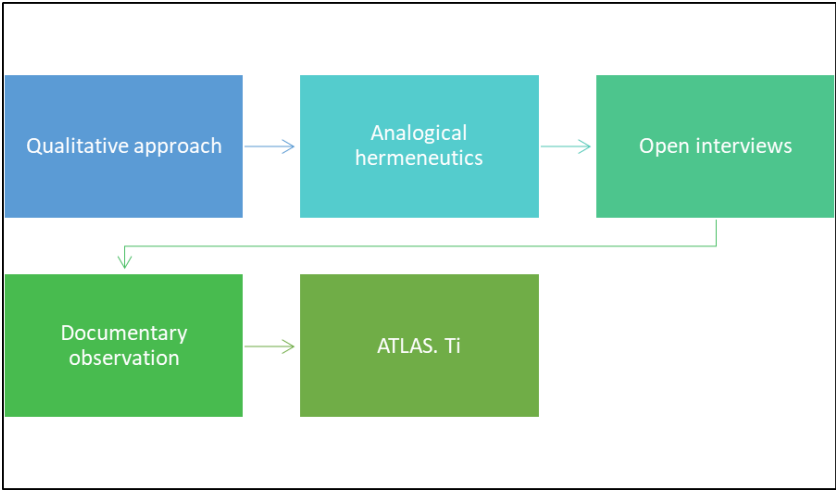
Similarly, Di Fabio (2017) emphasizes the importance of a conscious purpose at work to reduce stress and enhance satisfaction. Ganster and Schaubroeck (1991) warn about the adverse impacts of chronic stress on health and productivity, while Vallejo Calle (2011) emphasizes that the ability to adapt professionally, although complex, is crucial to manage stress in variable environments. Together, these studies advocate for proactive strategies that prioritize employees' emotional well-being to maintain a peaceful and productive work environment, even in times of crisis.

2. Methodological aspects of the research

The research methodology of *Dialectics of Work Stress and Organizational Peace* is based on a qualitative perspective, employing analogical hermeneutics as a framework for interpreting the symbols and signs that reveal to consciousness, the essence of the objects and subjects of study. This method facilitates a detailed understanding of the subjective experiences of workers impacted by the war in Ukraine, investigating how stress at work and personal motivation are linked in the framework of corporate marketing. Analogical hermeneutics, proposed by Mauricio Beuchot (2011), provides a balance between *univocal and equivocal interpretation*, always facilitating a more detailed interpretation of the interpreted

phenomena, in the complex relationship that occurs, in this case, between the texts and contexts of the war.

Table 1. Methodological architecture of the research



Source: prepared by the authors (2024)

In the words of Moreno (2024), all hermeneutics is intimately related to an epistemology or general theory of knowledge, which reveals, in every act of understanding or searching for the meaning of the phenomena under study, what is what we can really know despite the limits, objective and subjective, of our intellectual apparatus and of reason itself. Therefore:

This articulation will be presented under the expression of *analogical rationality*, in which **there is an oscillating tension between understanding, which is the universal of reason, and explanation, which adheres to the particularity of the real, and where hermeneutics, or the discipline of the interpretation of the meaning of things, correlates with epistemology.** which

is the philosophical study of scientific knowledge. (Moreno, 2024, p. 20)
(emphasis added)

In the differential perspective of analogical hermeneutics, the collection of qualitative data was carried out mainly through open interviews with experts who have suffered negative psychological effects in their lives, due to the war in which they are immersed, whether they want to or not. These unstructured interviews provided the study participants with the free expression of their experiences, ideas and feelings, practices, and discourses, offering a valuable source of information about the time and space in which they live. The interview procedure was based on the foundations of phenomenology-hermeneutics, trying not only to detail the subjective experiences, but also, and this is what is important, to decipher their essence and meaning in the broader framework of the historical reality in which they had to live. In the words of Fuster Guillén (2019), it is clear that:

This approach leads to the description and interpretation of the essence of lived experiences, recognizes the meaning and importance in pedagogy, psychology, and sociology according to the experience collected. This method constitutes rigorous and coherent processes of the ethical dimensions of everyday experience, **difficult to access by other usual methods of research**. (Fuster Guillen, 2019, p. 202)
(emphasis added)

The understanding of all the information collected: primary –collected in the interviews– and secondary, in the cited documents of proven scientific value, was carried out using the *hermeneutical circle* technique, which entails a process of analogical interpretation between the authors of the research, the documentary sources and the set of interviews, which are, ultimately, fragments of life history of a war scenario. Beyond its limitations, this methodology facilitated a more detailed understanding of how workers generate meaning from their experiences

of stress and, paradoxically, motivation in the context of war. In addition, the ATLAS program was used. To simplify the structuring, coding, and study of qualitative data, enabling a systematic inquiry into the issues raised in this research.

This study guarantees its own validity and reliability through the triangulation of data, the reflexivity of the authors of the article and the verification of the interviewees' reports. Otherwise, the research focused especially on ethical aspects, ensuring informed consent, privacy, and emotional well-being of the participants, due to the sensitive issue of mental health in times of war. The findings revealed are discussed based on current theories (Cooper & Cartwright, 1994; Di Fabio, 2017; (Ganster & Schaubroeck, 1991; Kati, *et al.*, 2019) on stress at work, motivation, and organizational management in periods of crisis, all with the aim of contributing to a more detailed understanding of the dialectical relationship between stress at work and organizational peace in conflict situations.

Finally, it should be clarified that to analyze how work stress affects employee motivation and, at the same time, conditions organizational effectiveness in situations of the crisis resulting from the war, five (05) relevant questions were posed for the development of the open question script that served as the basis for the interviews conducted with two experts in business marketing. of Ukrainian origin who remain in the country, who chose to remain anonymous so that their answers would not affect in any way the well-known companies in which they are working now. The questions were:

1. How do war-related stressors (such as economic uncertainty or insecurity) impact employee motivation levels?

2. What stress management strategies have proven most effective in maintaining staff motivation during the war?
3. How does the decrease in work motivation caused by stress affect the organization's ability to respond effectively to crises?
4. How can reward and recognition systems for work merit be adapted to counteract the loss of motivation in high-stress situations derived from war?
5. What role does business leadership play in marketing, in mitigating work-related stress and maintaining employee motivation, during the general crisis caused by the war?

In general, we think that these questions address different aspects of the dialectical relationship between work stress, employee motivation and organizational effectiveness in the specific context of the crisis resulting from the war. Thus, they helped to explore the subjective mechanisms by which stress affects motivation and, consequently, organizational performance in these exceptional circumstances for the life and history of a country struggling to safeguard its national sovereignty in the face of the onslaught of the invading Russian army.

3. By way of analysis and discussion of results

The hermeneutics of the documentary sources reviewed on the management of personal motivation in corporate marketing, within the framework of the war in Ukraine, show, in general terms, how stress at work has impacted the morale and dedication of workers, in accordance with the provisions of the most widespread theory on motivation and work stress (Di Fabio, 2017; Moreira-Saltos, *al.*, 2024; Nuñez Soriano & Valencia Chávez, 2022).

As it is logical to infer, the war has generated an environment of doubts that directly affects individual motivation. In this context, companies that have prioritized the emotional and psychological well-being of their workers have noticed an increase in their resilience and ability to adapt. For example, numerous entities in Ukraine have established "nerve centers" that facilitate agile and adaptable business decision-making, which has helped to preserve operability despite the conflict. Otherwise, Ukrainian companies and society as a whole have shown unparalleled strength and resilience in the midst of the war:

1. Only 2% of organizations have had to suspend operations entirely, mainly as a result of business-critical facilities being non-functioning or inaccessible due to the conflict.
2. Nearly two-thirds (63%) have suffered a major negative impact in some form, but not to the point of requiring the suspension of operations.
3. About 20% have experienced a small direct impact that has not stopped them from continuing with their business as usual.
4. 15% have even experienced some positive momentum (banking and transport sector, above all. (Sáenz, 2023, par., 5)

One of the most relevant findings of this research is that the imprint of quality in business leadership plays an essential role in the motivation of workers. Leaders who adopt an empathetic and ethical perspective, rather than a simply mercantile one, have managed to keep their team's spirits high, even in the most adverse conditions. As Villasmil Espinoza (2023) explains, a true leader is identified by his or her ability to raise the motivation of the people under his or her historical responsibility, qualifying the goals and objectives that must be

achieved collectively and showing, always, the smartest ways and alternatives to achieve it in a dynamic context. In the words of Sáenz:

The war in Ukraine is a question of geopolitics that is being settled not only in military hand-to-hand combat, but also in the psychological battle of fear of war and in the economic battle of fear of recession. Corporate wellness programs cannot remain oblivious to this reality that impacts the psychological health of their employees, who daily see images of a reality as cruel as it is close. *"Companies must once again expand their competences to balance short- and long-term challenges and measures.* (Sáenz, 2022, par.,1)

In the same way, the authors of this research have been able to observe in the field that motivation strategies must be adaptive and personalized to the reality of each company and, even more, of its work teams. Consequently, successful companies have created *reward systems* that not only recognize individual achievements, but also collective efforts. For example, some marketing agencies have celebrated successes in social campaigns to connect employees to a greater purpose, Ukraine's national resistance to Russian imperialism, which has helped to elevate their engagement and job satisfaction. This approach improves the work environment and strengthens the organizational culture.

The conflict has also motivated companies to reevaluate their strategic schemes. With the increase in remote work and the incorporation of freelance experts, business entities need, as stated by the International Labour Organization (ILO, 2023), to be faster in their decision-making and to adjust urgently to market fluctuations. This transformation has given companies the opportunity to investigate new forms of cooperation and communication, while promoting a more inclusive and stimulating environments for all their workers.

Image 1. Destruction generated by the war in Ukraine



Source: (BBC News Mundo, 2022)

In a context of general material and symbolic destruction resulting from war, it is important to recognize that prolonged stress can lead to emotional and physical exhaustion of individuals and their communities. Therefore, companies must implement proactive measures to mitigate these devastating effects, such as offering psychological care services and resilience programs. Addressing emotional needs is not only an ethical responsibility, but also a smart business strategy to ensure operational continuity and staff well-being (Kati, *et al.*, 2019).

Ultimately, the findings indicate that companies need to incorporate common values and a sense of purpose into their work culture. This helps to keep motivation high during difficult periods and, at the same time, generates a sense of belonging and *transcendental responsibility* among workers. Everyday experience in Ukraine shows that when workers perceive that their work has a significant impact on their community and the future of the nation, their dedication and motivation are significantly increased. However, motivation and volunteerism

are not enough on their own, factors such as effective stress management at work and the promotion of a positive organizational culture must also be added to face the complexities of corporate marketing in periods of crisis.

3.1. Oral testimonies of the interviewees

For the specific purposes of the open interviews, we had the opportunity to interview two leading experts in business marketing, who asked to be quoted simply as Natalia and Ana. Let us remember that in qualitative research, people's testimony has an important epistemic value, not only as a reflection of a particular subjectivity, but also as a legitimate representation of the time and space in which they had to live (oral history) (Fuster Guillen, 2019).

In response to the first question, concerning war-related stressors, to determine how economic uncertainty and physical insecurity significantly affect employee motivation levels. Ana (2024), says that the constant state of alert and the threat to personal and family safety can cause psychological distress, which, without any doubt, decreases a person's drive and concentration at work. This increase in stress disrupts the psychological harmony between the employee and the company, leading to a decrease in job satisfaction and engagement. In these wartime environments, motivation is often compromised, as employees naturally prioritize survival and safety over career growth and productivity.

Image 2. "Damage to the entrance of a building in Kharkiv, caused by the Russian attack"



Source: (BBC News Mundo, 2022)

When asked about Natalia (2024), what stress management strategies have proven to be most effective in maintaining staff motivation during the war? He replied that, during war, effective stress management strategies are crucial to maintaining staff motivation. Strategies that have proven effective include offering psychological support through counselling services to workers, creating flexible employment contracts to adapt to personal circumstances, and fostering a supportive culture that underlines team cohesion and resilience. In effect, these measures help employees manage their stress levels while maintaining a level of commitment to their organization, despite the external chaos generated by the Russian invaders.

When asked, how does the decrease in work motivation caused by stress affect the organization's ability to respond effectively to crises? With their nuances, Ana (2024) and Natalia (2024), responded that the decrease in work motivation caused by stress can significantly hinder an organization's ability to

respond effectively to crises. Lower levels of motivation often lead to a reduction in productivity and creativity, which is fundamental in the business of marketing; an increase in absenteeism and higher turnover rates, which strains the remaining workforce and reduces the collective ability to handle the challenges driven by the war. This decline in labor force participation and output can delay decision-making processes and impede the implementation of necessary adaptation strategies during crises, with a detrimental effect on the broader economic system.

On the issue of adapting reward and recognition systems to work merit to counteract the loss of motivation in high-stress situations derived from war, Ana (2024) assumes that adapting reward and recognition systems to counteract the loss of motivation in high-stress situations, such as war, involves recalibrating incentives to address the immediate needs and concerns of employees. This provision may, according to Natalia (2024), include the improvement of compensation packages to cover war-related expenses, the offer of additional health and family welfare benefits, or the introduction of non-monetary recognition, such as additional time off, public recognition of individual contributions and the work team of which one is a part, and professional development opportunities. Apparently, adapting these systems to recognize the unique challenges employees face in wartime can help maintain motivation and reinforce their commitment to the company's strategic goals.

But finally, what role does business leadership play in marketing, in mitigating work stress and maintaining employee motivation, during the general crisis caused by the war? To answer this question satisfactorily, the authors of the article in complete consensus think that a true business leader knows that the shared objective of a given organization has become a powerful resource for the

resilience and cohesion of companies. As Ana (2024) and Natalia (2024) categorically state, Ukrainian companies have shown that keeping individuals at the core of their operations not only boosts motivation, but also strengthens group commitment in difficult situations. This method has made it possible for companies to adjust their operating models quickly, generating "participatory spaces" that promote expeditious and effective decision-making, which is crucial in times of war.

As Pinto Cebrián (2022) states, on the Ukrainian national stage, the ability of leaders to inspire and motivate is also reflected in their role as role models. Visible and committed leadership, such as that of Ukrainian President Volodymyr Zelensky, has been essential to keep the morale of the people and the labour forces high. Their ability to communicate a narrative of resistance and freedom has resonated deeply with citizens and workers, creating a sense of national unity in the face of adversity and a shared purpose of struggle that transcends daily hardships. And it is that, in general:

Every war gives birth to its own generation of leaders who can change, in one way or another, the fate of a conflict, and Russia's invasion of Ukraine was no different. What no one expected was that a controversial and until then barely known figure like Volodymyr Zelensky was going to achieve what seemed impossible, galvanize Ukrainian national resistance, and generate almost unanimous international support to confront the aggression of its powerful neighbor. (Pinto Cebrián, 2022, par., 01)

Image 3. President of Ukraine Volodymyr Zelensky



Source: (Pinto Cebrián, 2022)

From the hermeneutics of documentary sources and interviews in short, it is important for business leaders to maintain an open and flexible mindset in the face of changing circumstances. The war has radically altered the dynamics of the labour market, which requires constant adaptation in business strategies. Those leaders who are willing to listen to their employees' concerns and adjust their approaches as needed will be better positioned to maintain a healthy and motivating work environment during these challenging times.

In short, business marketing organizations, during the crisis caused by the war in Ukraine, must focus on empathy, effective communication, and the comprehensive well-being of employees. These actions mitigate work stress and strengthen personal and collective motivation, thus ensuring greater organizational resilience in the face of extreme challenges.

Final thoughts and recommendations

Any rigorous exercise in analogical hermeneutics shows that the relationship between stress at work and peace in the business organization has become, for what it represents in real and symbolic terms, an essential issue in the current panorama, particularly due to world events such as the war in Ukraine or in the Middle East. Our critical analysis of the management of personal motivation in corporate marketing shows that stress at work not only impacts the mental health of workers, but also has a direct impact on productivity and the environment of the organization, with political and economic consequences for society. Scientifically understanding these impacts is crucial to formulating strategies that foster a healthier and more effective work environment, in times of national and international crisis.

More specifically, the findings of this research point out that effective communication between workers and management can, under certain conditions, dialectically reduce stress in the organization. However, the lack of clarity in goals and processes, along with stressful personal relationships, are elements that foster discomfort in the work environment. If these internal stressors are added to the structural consequences of a prolonged war, such as the one in Ukraine, there is no doubt that all the conditions are in place to have companies with stressed workers. In contrast, previous studies such as the one authored by Thorsteinsson, Brown, and Richards (2014) state that a positive work environment, which promotes mutual support, can reduce anxiety, and enhance job satisfaction, which is reflected in an increase in the organization's commitment to the well-being of its employees. and of the workers with the optimal maintenance of the company.

In the difficult context of the war in Ukraine, it is crucial to consider the role of moral leadership in mediating stress at work. Business leaders in marketing processes who take an inclusive and participatory approach can have a positive impact on workers' perception of organizational support. This approach not only contributes to reducing the degrees of tension, but also fosters a culture of peace and cooperation within the organization. Everything shows that, in the theater of war, effective leadership can be a crucial element in reducing stress and enhancing general well-being, even in the most complex circumstances for Ukraine's contemporary history.

On the other hand, the consequences of not managing stress at work correctly can be serious for the business organization and for most of its workers, as explained by Kati, *et al.*, (2019). Increased absenteeism, employee turnover, and reduced performance are direct effects of a harmful work environment. For these reasons, the implementation of stress management programs and psychological well-being, individual and collective, are an effective response to avoid these inconveniences, even during war. Therefore, marketing business entities must consider our recommendations, not only as a social obligation, but also as a strategic investment in their human resources, the fundamental engine of the company, at least in the face of the general advent of AI in the twenty-first century⁶.

Ultimately, this reflection emphasizes the relevance of incorporating psychological well-being practices in the organizational context. As is well

⁶ For an interesting general reflection on the scope and meaning of AI in today's world, it is recommended to consult: (Vidovic & Villasmil, 2024).

known, peace in the business marketing organization is not limited to the lack of conflict, which is illusory, but is an active and multidimensional condition that promotes, as far as possible, the complete well-being of workers. As companies in the information and communication age face challenges worldwide, it is vital to adopt proactive strategies that prioritize both the mental health and the performance of the business organization. Only in this way can a more sustainable and resilient future be built for all participants in each organization.

It is precisely in this proactive and hopeful spirit, despite the ravages of war, that the research team makes the following recommendations, aware of the fact, that the war in Ukraine has had a significant impact on work dynamics and, even more so, on the management of personal motivation within business organizations in general. Below are five critical recommendations for addressing work-related stress while also fostering organizational peace in this extraordinary context.

In principle, a deliberate policy must be defined in each company that prioritizes the psychological and emotional well-being of its workers, as an existential condition of the organization itself. To implement this policy, companies must conduct psychological support programs that address employees' mental well-being. This includes, for example, therapeutic listening sessions to assess the emotional state of workers, for which institutions can hire a clinical psychologist. In any case, organizations must guarantee their workers access to psychological care services, especially in times of crisis, to help employees manage the stress and anxiety caused by external situations such as war.

Secondly, transparent communication should also be encouraged. In this, it is crucial that organizations maintain clear and open communication about the

changes that may arise due to the crisis, internal or external to the company. The practice of transparent communication includes, at least from our point of view:

1. Inform employees directly about important decisions that affect their working conditions before other sources do.
2. Create alternative spaces where employees can openly express their concerns while also receiving feedback on how difficult situations for the life of the organization are being handled. This is much more sensitive in marketing companies since the creative factor requires calm and tranquility to function fully.

Third, it can be helpful to establish an *inclusive organizational culture*. This means that companies must strive to build an inclusive work environment that recognizes the diverse experiences and needs of their employees. The authors of this article, knowledgeable about marketing companies, believe that this can be achieved through activities such as: awareness workshops on the emotional impact of conflict on different groups within the organization. This can help people understand and manage what they feel in a satisfactory way. It is also very useful to promote a sense of community where everyone feels valued and supported, regardless of their background or personal situation.

The fourth recommendation has to do with the *existential decision* to align as much as possible personal objectives with the goals of the business organization of which one is a part. It is all very important for employees to understand how their work contributes to the organization's broader mission. To do this, it is recommended, on the one hand, to establish clear objectives that connect individual goals with organizational values and purposes. On the other hand,

encourage participation in projects that highlight the positive impact of work on society, which can increase people's motivation and commitment.

Fifth, the most advanced companies can implement personalized motivation strategies, depending on the needs and particular profile of their employees. In general terms, as Nuñez Soriano and Valencia Chávez (2022) argue, motivation strategies must be adapted to the individual needs of employees. Some actions include, for example, providing autonomy and empowerment in daily tasks to foster a sense of ownership and, at the same time, creating a reward system that recognizes both individual achievements and collaborative efforts, thus promoting a positive and achievement-motivating environment.

Beyond their possible ambiguities, these recommendations not only seek to mitigate work stress, but also, and this is fundamental, to strengthen organizational peace in difficult times, as is the case of the war in Ukraine. So, implementing this package of recommendations can help companies maintain their operability while taking care of the overall well-being of their employees. However, each organization has a particular reality that demands specific responses to the needs, capacities, and aspirations of its employees.

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