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## ANALYSIS OF SOCIAL SECURITY IN ENTERPRISES: FROM STATE PROGRAMS TO EMPLOYEE PARTICIPATION

*The article examines the challenges of ensuring social security in enterprises during wartime, emphasizing risks to employee life and health, instability in labor relations, and infrastructure damage. These challenges hinder enterprises' ability to ensure safety, requiring innovative approaches to social security systems. The study advocates for a comprehensive strategy that involves updating corporate policies, integrating modern technologies, raising employee awareness of safety measures, and adapting social protection systems. Analysis of Ukrainian companies such as «Roshen», JSC «Ukrzaliznytsia», and LLC (Limited Liability Company) «Nova Poshta» highlights the effectiveness of innovative measures like automated safety systems, real-time condition monitoring, modern protective equipment, and regular safety training. These initiatives reduce workplace risks and enhance operational efficiency. Wartime-specific challenges, including higher risks of injury, disruptions to logistics, displacement of skilled workers, and psychological stress, underscore the importance of adopting international safety standards, leveraging new technologies, and embedding social standards into corporate culture to strengthen business resilience and crisis response. Effective social security systems contribute to employee retention, motivation, and enterprise resilience during crises. However, implementing such systems requires state support to establish regulatory frameworks and financial incentives. Recommendations include aligning safety practices with international standards for military conflict, utilizing advanced technologies, and fostering social responsibility within corporate culture. These measures enable businesses to respond swiftly to crises, safeguard employee welfare, and maintain productivity. The research underscores the necessity of developing social security systems that address external challenges like military conflicts, ensuring preparedness, protecting workers, and supporting national economic stability. These efforts are critical for sustaining enterprise operations under extreme conditions while fostering resilience at the national level.*

**Keywords:** economic security, national economy, social security, security, human social security, threats, intellectual potential, war, economic recovery.

**Problem statement.** The issue of social security in enterprises has gained heightened relevance in the context of military actions, where ensuring stable and safe working conditions faces numerous challenges. Specifically, the risks to employee life and health are increasing due to physical threats, infrastructure instability, mass population displacement, and psychological stress. Military actions disrupt not only production processes but also undermine the fundamental conditions of social security, making it difficult for enterprises to meet mandatory safety standards and maintain employee motivation and productivity. Current realities highlight

the vulnerability of existing social security systems, which are largely unadapted to conditions of increased instability.

In this regard, there is a pressing need to find new approaches to developing social security systems that account for not only traditional occupational safety aspects but also the new challenges arising in crisis situations. The necessity arises for the development of comprehensive strategies that include adaptive mechanisms to support business viability and employee safety. It is crucial to understand which tools and measures are most effective in a crisis context so that enterprises can ensure both the physical protection of their employees and the preservation of their psychological well-being. This dual focus ultimately aids in retaining skilled personnel and sustaining organizational resilience.

**Analysis of recent publications.** Social security is a key component of economic security, analyzed across various levels. Until now, most attention has been focused on assessing social security at national, regional, and individual levels, as reflected in the work of Ukrainian and foreign researchers such as Antonyuk P.P. [1], Bazhenova O. V. [2, 16, 17], Berg A. [13], Halushka Z.I. [5], Grishnova O.A. [7], Hurochkina V.V. [3], Libanova E.M. [8], Loungani P. [13], Novikova O.F. [10], Ostry J. D.[13], Sydoruk G.G. [10], Varnalii Z.S. [2, 16, 17], and Kharazishvili Y.M. [7], among others.

In academic literature, social security is often defined as the assurance of protecting the vital interests of individuals and society from internal and external threats. Notably, Varnalii Z.S. has contributed significantly to the study of social security, emphasizing its role as an essential part of national security and highlighting its importance for societal stability and the protection of citizen interests. Varnalii Z.S. notes that social security encompasses various dimensions, including economic, environmental, and political security, which are interconnected. He stresses the need for integrated social policies that ensure human rights and freedoms while fostering an environment conducive to social development and justice [2, 16, 17].

The research of Halushka Z.I. addresses different aspects of social security, its impact on the national economy, and the unique features of social capital formation. Halushka Z.I. highlights the underdeveloped state of social capital in Ukraine and the potential for social investments to bolster it [5].

Novikova O.F. and Sydoruk G.G. regard social security as a vital component of national security, emphasizing its interrelationship with various facets of societal life. Their studies underline that social security includes not only economic factors but also social, cultural, and political dimensions, all of which affect societal stability and development. According to these authors, achieving social security requires creating conditions that allow for the realization of human rights and freedoms, as well as establishing institutions that promote social protection. They also stress the critical role of state involvement in the development and implementation of social programs to ensure security at all levels: national, regional, and individual. Novikova and Sydoruk highlight the need for a social protection system that meets society's needs and addresses contemporary challenges, such as economic crises, wars, and other global threats [10].

Antonyuk P.P. focuses on the importance of social security for the stability of enterprises and the economy, underscoring the significance of social protection at various levels of management [1].

Kharazishvili Y.M. and Grishnova O.A. examine social security as a multifaceted phenomenon that upholds individual interests within the domain of social protection, specifically in the stability of labor relations, the assurance of living standards, health protection, and access to education and other social services [7].

Libanova E.M., a prominent Ukrainian researcher on socio-economic issues, views social security as a prerequisite for sustainable societal development. In her works, social security is characterized as a society's capacity to withstand adverse socio-economic phenomena, such as poverty, unemployment, low living standards, and to mitigate social risks [8].

Social security is defined as a guarantee for the protection of the vital interests of individuals and society from various threats, constituting an integral component of national security. Ukrainian researchers, including Varnalii Z.S., Halushka Z.I., Novikova O.F., Sydorчук H.H., Antoniuk P.P., Kharazishvili Y.M., Grishnova O.A., and Libanova E.M., emphasize the interplay of economic, environmental, social, and political aspects in ensuring societal stability. They highlight the importance of developing social policies, fostering social capital, and establishing effective institutions capable of mitigating risks, promoting social protection, and safeguarding human rights at all levels of governance. In the international context, significant contributions to this field have been made by foreign scholars, particularly Ostry J. D., Loungani P., and Berg A., who address social security issues through the lens of combating inequality, underscoring the importance of inclusive growth as a foundation for sustainable development and societal stability.

**Purpose of the article.** The aim of the article is to explore social security at the enterprise level, specifically by analyzing the effectiveness of state social protection programs and the role of active employee participation in ensuring workplace safety. It also examines mechanisms that enhance social security in enterprises and addresses the challenges associated with integrating state initiatives into corporate practice.

**Unresolved aspects of the problem.** Unresolved issues remain regarding the coordination between enterprises and state institutions, the adaptation of programs to the specific needs of different industries, and the engagement of employees in creating a secure working environment.

**Research methodology.** The research methodology is based on a comprehensive analysis of social security systems in enterprises, employing quantitative methods for collecting secondary data and content analysis of regulatory documents. A key phase involved examining official company reports, legislation, and internal regulations governing social security. Document analysis enabled the identification of the extent to which existing measures meet safety requirements and allowed for assessing the mechanisms companies use to support social security for employees, as well as pinpointing areas for improvement.

To evaluate the effectiveness of social security programs, the study analyzed internal policies and reports on their implementation. Special focus was placed on practical aspects of social protection programs at enterprises such as «Roshen», JSC «Ukrzaliznytsia», and LLC «Nova Poshta». This approach provided insights into the practical implementation of social security measures, identified challenges within this process, and highlighted successful strategies for reducing workplace risks.

The final stage of the methodology involved a comparative analysis of best social security practices within these companies to identify the most effective strategies for adapting security

systems amid military risks and economic challenges. The findings allowed for formulating recommendations for enterprises on improving social security approaches, with consideration of the specific challenges posed by wartime conditions.

**Research results.** Security is fundamental to the lives of both individuals and workforces. According to A. Maslow's theory, security is a basic human need, as essential as physiological needs, and it enables individuals to participate actively in socio-economic life, impacting productivity.

The creation of an effective social security system in enterprises is driven by key factors: legal requirements, economic and ethical considerations, and corporate social responsibility. To ensure reliable employee protection, the state enhances the legislative framework, implements social protection programs, and monitors compliance with safety standards at enterprises, which reduces the risks of workplace injuries and occupational diseases, ultimately optimizing healthcare and related costs.

Companies that invest in social security systems foster employee loyalty and motivation, positively influencing productivity. In the context of martial law, developing new support mechanisms for employees becomes crucial to retaining skilled professionals and creating favorable conditions for work and growth. As the role of corporate social responsibility grows, enterprises that implement high social standards boost their safety reputation and competitiveness in the market.

Despite the importance and necessity of social security systems in enterprises, several challenges complicate this process. Implementing an effective social security system requires significant financial investment, which can be burdensome for small and medium-sized enterprises (SMEs). To mitigate such risks, enterprises can utilize state programs and grants, as well as collaborate with unions and other organizations.

State programs often aim to support SMEs across various aspects of their activities, including ensuring employee social security. Such programs may provide subsidies for improving working conditions, purchasing personal protective equipment, and modernizing facilities and equipment. Financial assistance can also cover costs for installing security systems, such as fire safety systems, surveillance, and alarm systems. Additionally, state programs may compensate for training and professional development expenses related to safety.

Grants, a form of non-repayable financial assistance, may be provided by governmental or international organizations to support projects aimed at improving workplace conditions and social security in enterprises. Companies actively leverage grant programs available through platforms like «Diia» [4] and specialized resources such as Grantguide.ua [6] and Granty.org.ua [14], which offer support and consultation in strategic development, grant acquisition, and project management.

SMEs can apply for grants to conduct safety audits, develop and implement security policies, and fund projects aimed at enhancing social security. Such grants may cover expenses for conducting safety training for employees.

Trade unions are essential partners in promoting social security within enterprises, leveraging their experience and resources to conduct training programs, monitor working conditions, and protect employee rights. Unions organize and fund safety training sessions, provide consulting on occupational safety standards compliance, and act as mediators in safety-

related negotiations between workers and management. Other entities, such as community associations, non-governmental organizations (NGOs), and international organizations, offer technical and financial support to elevate social standards within enterprises.

Financial assistance from state programs, grants, and partnerships with unions and other organizations are crucial tools for enhancing workplace social security. These resources enable small and medium-sized enterprises (SMEs) to implement effective safety measures, strengthen employee protection, and comply with regulatory safety requirements. This contributes to the creation of a safer work environment, increases productivity, and boosts worker motivation.

Leading Ukrainian companies demonstrate the value and effectiveness of implementing comprehensive social security systems at the workplace.

For example, Roshen» [12] has significantly reduced workplace injury rates and increased employee motivation through a robust occupational health and social security system. The system includes regular workplace inspections to identify and mitigate risks. «Roshen» also conducts ongoing training programs to increase employee awareness of workplace safety and proper use of personal protective equipment (PPE). The company has introduced advanced safety-compliant equipment to reduce the risk of industrial accidents, and employees are provided with high-quality PPE such as helmets, gloves, and safety goggles. Additionally, «Roshen» offers medical support programs that include regular medical examinations and on-site first aid services.

JSC «Ukrzaliznytsia» has launched a large-scale program to improve working conditions through equipment modernization and the integration of advanced technologies, enhancing operational efficiency and reducing risks for personnel [15]. Key components of this program include: Upgrading railway equipment and infrastructure to improve safety and reduce accident rates; Implementing automated control and management systems to reduce human error and ensure operational precision and safety; organizing employee training programs to improve skill levels, focusing on the latest technologies and work methods; renovating workspaces and equipping employees with modern PPE; implementing ongoing safety training to maintain high awareness of current safety standards.

Through these measures, «Ukrzaliznytsia» reinforces its role as a socially responsible employer focused on creating a safe and healthy work environment. This is overseen by the Department of Traffic Safety, Occupational Health, and Environmental Security, ensuring compliance with national laws and international safety standards. The company's commitment to robust social security practices highlights the role of proactive measures in supporting workplace safety and operational resilience.

Implementation of Occupational Safety Management at JSC «Ukrzaliznytsia». «Ukrzaliznytsia» has introduced an Occupational Safety Management System (OSMS) aligned with international standards and Ukraine's Occupational Safety Act. Additionally, regulatory documents govern safety measures during operational procedures to ensure compliance and worker protection.

Over the first six months of 2024, 47 workplace accidents occurred across Ukrzaliznytsia's structural and production units, resulting in injuries to 67 employees, including 15 fatalities. Of these incidents, 41 injuries were directly related to military actions, including 9 group accidents that led to 29 injuries of varying severity, with 6 fatalities [15].

In 2023, a total of 57 accidents were recorded in regional and branch units of «Ukrzaliznytsia», injuring 80 employees and resulting in 11 fatalities. Military actions accounted for injuries to 33 employees, 6 of whom died [15].

In 2022, the company reported 91 accidents involving 120 employees, with 18 fatalities; 59 of these injuries were attributed to military actions, resulting in 14 fatalities [15].

The implementation of preventive measures within Ukrzaliznytsia’s social security and occupational safety system has led to a significant reduction in workplace injuries, a common challenge in the rail industry. Despite the severe challenges posed by military conflict, Ukrzaliznytsia’s proactive approach has demonstrated the importance of a robust occupational safety system in minimizing risks and ensuring employee welfare in high-risk environments.

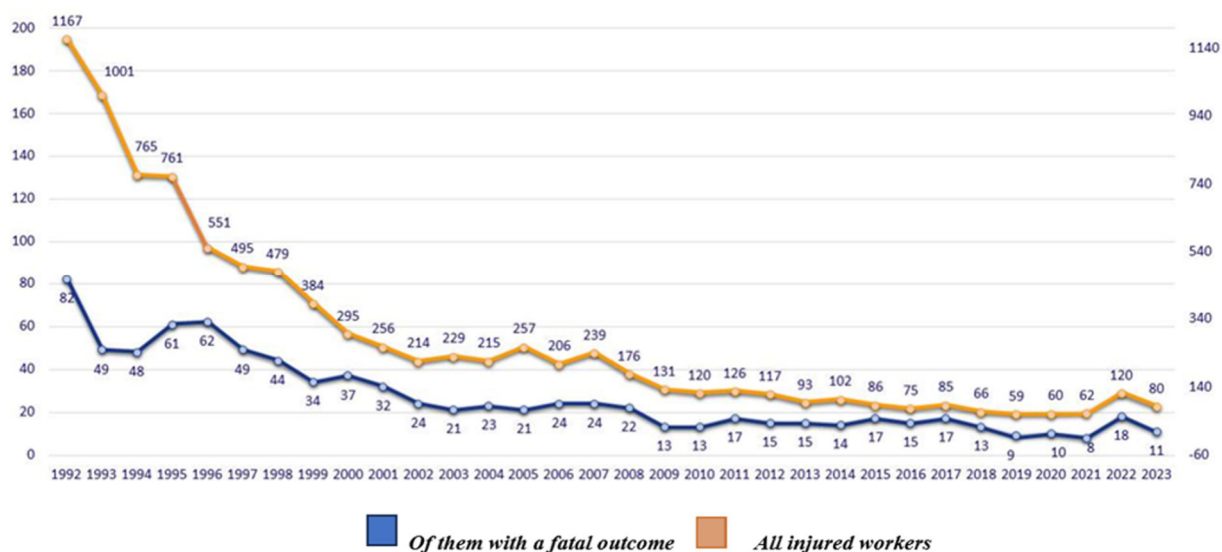


Figure 1. Occupational Injuries in the Ukrainian Railway Sector, 2000–2023 [15].

This figure would typically depict the trends in occupational injuries on Ukrainian railways over the specified period. The chart might show fluctuations in injury rates, identifying peaks and declines influenced by various factors, such as improvements in safety measures, policy changes, or increased risks due to military actions.

During the first six months of 2024, on the stations, track areas, and premises of the regional branches of JSC «Ukrzaliznytsia», 150 non-employees sustained injuries of varying severity due to incidents involving railway rolling stock, falls from it, or other types of impact, with 95 fatalities. Among these, 11 individuals suffered electrical injuries, including 2 fatal cases. For the same period in 2023, 129 individuals were injured, of whom 72 were in fatalities, with 11 affected by electric shock, including 5 fatal incidents [15].

JSC «Ukrzaliznytsia» allocates annually no less than 0.5% of the previous year’s payroll fund for occupational safety expenditures (Fig. 2).

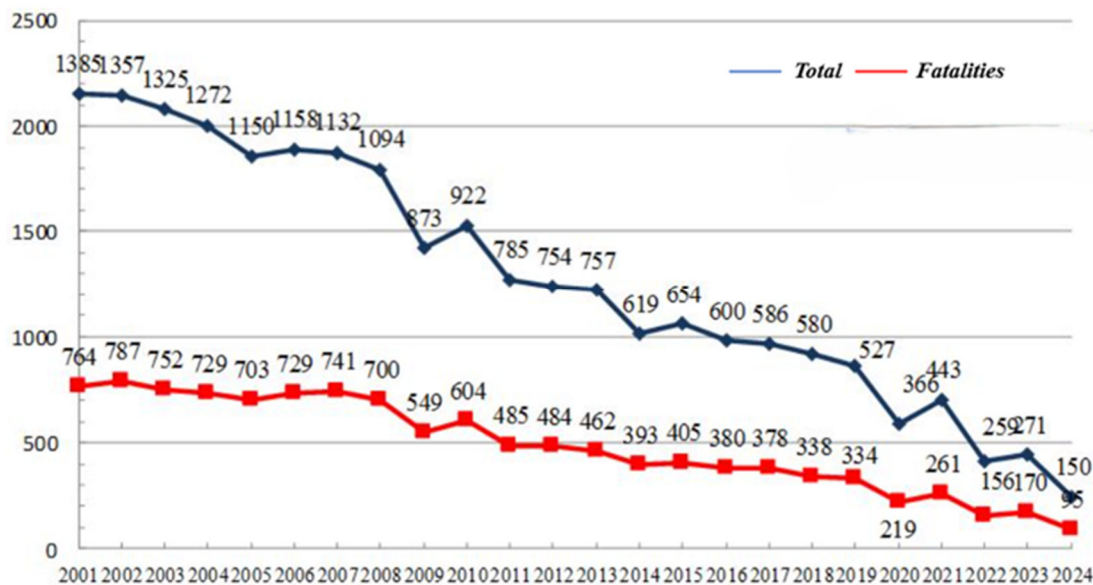


Figure 2. Diagram of Non-Occupational Injuries on Ukraine's Railway Transport [15].

In the first half of 2024, 338.82 million UAH was allocated for the implementation of «Comprehensive Measures to Achieve Established Safety and Occupational Hygiene Standards, Improve the Working Environment, Enhance Occupational Safety, and Prevent Occupational Injuries, Diseases, and Accidents» in the regional branches of JSC «Ukrzaliznytsia». This expenditure accounted for 2.1% of the previous year's payroll fund for the same period. Of this amount, 20.39 million UAH was directed toward improving sanitary and workplace conditions, 22.53 million UAH for eliminating harmful and hazardous factors at workplaces, 23.98 million UAH for preventing accidents due to rolling stock impact, falls from heights, and electric shocks, and 171.49 million UAH for providing employees with specialized clothing, footwear, and other personal protective equipment [15].

«Nova Poshta» [9] also places significant emphasis on building a robust employee social security system, continuously enriching it with new tools and methods. The company has successfully implemented innovative solutions to ensure personnel safety, reducing the number of accidents and increasing overall operational efficiency.

Key initiatives include the introduction of an automated system for performing heavy and hazardous tasks, which reduces physical strain on workers and lowers injury risk; the application of advanced technologies for real-time monitoring of working conditions, allowing for prompt response to violations and potential threats; the creation of safe and comfortable workspaces; and the provision of high-quality personal protective equipment. Regular occupational safety training further raises employee awareness and responsibility regarding workplace safety.

In 2023, Nova Poshta» became the leader in the CSR Index as determined by the Center for CSR Development in collaboration with *The Page* [11]. Participants in the study completed questionnaires based on a five-component model of corporate social responsibility during wartime, which included business continuity and tax contributions, employee safety, combat readiness, unity, and community support.

As part of its CSR program, «Nova Poshta» — a company with 22 years of experience in the postal logistics market—has created projects in cooperation with the State Emergency Service of Ukraine (SES), delivers humanitarian aid from funds and organizations at its own expense, establishes shelters, and evacuates businesses located in frontline areas.

The examples of «Roshen», JSC «Ukrzaliznytsia», and LLC «Nova Poshta» illustrate the importance of a comprehensive approach to ensuring social security within enterprises. The use of modern technologies, employee skill enhancement, and equipment upgrades contribute to improved safety, a reduction in occupational injury risks, and overall operational efficiency. These measures not only create a safe working environment but also enhance employee motivation and loyalty, which positively impacts productivity and enterprise stability.

An effective social security system within an enterprise is essential for ensuring stable and productive organizational operations. Considering current challenges, implementing such a system requires a comprehensive approach that includes financial support, educational programs, regulatory updates, and the integration of safety standards into corporate culture. Successful examples of these systems reveal substantial benefits, including reduced occupational risks, enhanced employee motivation, and overall efficiency gains.

Despite positive advancements in social security programs, the war has had a systemic and often chaotic impact on the economy, social structures, and working conditions, frequently causing significant disruption. Military actions increase the risk of injury or death among workers, and the destruction of facilities, transportation, and logistics networks endangers business continuity. Forced displacement of employees and their families results in a loss of qualified personnel, while the psychological toll of the war leads to heightened stress and anxiety, affecting workforce productivity.

Employee social security is a vital factor for the stable and effective functioning of any organization. In peacetime, enterprises can establish comprehensive social protection systems that focus on occupational safety, suitable working conditions, and the support of employees' physical and mental health. However, during wartime, these systems face considerable challenges, necessitating a radical transformation to adapt to new realities.

The war severely restricts enterprises' ability to ensure employee social security: risks to life and health increase, labor relations stability is disrupted, infrastructure is damaged, and mass population displacement creates additional challenges. These circumstances complicate normal business operations and demand innovative approaches to social security.

Research on social security issues during wartime is critically important, as it impacts not only on employees but also the broader economic stability and social fabric of society. In times of military conflict, it is essential to analyze mechanisms that can ensure an adequate level of worker protection and to develop strategies for adapting enterprise social security systems for effective operation in crisis conditions.

In the process of researching the formation and implementation of social security systems within enterprises, we concluded that this complex mechanism can be examined from three perspectives [16]. First, the state, through the implementation of business support programs via funding, grant programs, and setting requirements for key components of the security system, should establish clear standards to ensure the physical and psychological safety of employees, as well as opportunities for their work, professional growth, and personal development.

Second, the enterprise must maintain a stable financial position to meet state requirements and develop a transparent corporate social policy that ensures employees' social security.

Third, employees should actively participate in the formation and improvement of the enterprise's social security system, as this system is a unique asset of the company aimed at safeguarding its workforce. Such a system holds significant social value, acting as a guarantee of worker protection and potentially serving as a deciding factor in employer choice, especially in the context of a skilled labor shortage during wartime.

Thus, the social security system within enterprises can be analyzed through methods for assessing employee needs, which allow the alignment of workers' actual expectations with the system and support more effective planning and implementation of social security measures.

Consumer needs research methods, such as surveys, focus groups, and interviews, allow for the collection of detailed information on employees' social security needs and expectations. This helps identify specific issues and risks that may not be immediately apparent to management.

**Conclusions and prospects for further research.** A comprehensive approach to ensuring social security within enterprises is essential for stable operations and employee motivation, particularly during crises such as armed conflicts. Analysis of Ukrainian companies, including «Roshen», JSC «Ukrzaliznytsia», and LLC «Nova Poshta», demonstrates the effectiveness of modern technologies, equipment upgrades, and the creation of comfortable and safe working conditions as key factors in reducing occupational risks and enhancing overall efficiency.

Thus, social security systems implemented within Ukrainian enterprises, based on international standards and regulatory requirements, significantly improve employee protection and reduce injury rates. The analysis of how military actions impact the vulnerability of these systems revealed the necessity for their adaptation to heightened instability. In this context, it is critical to develop programs that address specific risks posed by adverse external conditions, including evacuation plans, psychological support, and the maintenance of a safe environment despite constant threats, as well as the swift resumption of labor processes after incidents related to military actions.

Future research prospects include further development of adaptive mechanisms for enterprise social security systems in the context of armed conflicts. Studies could focus on optimizing safety measures, especially those related to retaining skilled personnel who may be forced to relocate or experience psychological stress. Additionally, research into the impact of government policy and legislation on employee social security during wartime is promising, as it would support the development of recommendations for integrating state policies with internal corporate measures.

Overall, further research in this field should aim to develop new approaches to social security that emphasize increased flexibility and adaptability of these systems in crisis conditions. Particular attention should be paid to implementing innovative technologies for monitoring working conditions, providing psychological support for employees, and integrating social security strategies into corporate culture. This will enhance enterprise resilience and their capacity to respond to the challenges of the modern era.

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## **АНАЛІЗ СОЦІАЛЬНОЇ БЕЗПЕКИ НА ПІДПРИЄМСТВАХ: ВІД ДЕРЖАВНИХ ПРОГРАМ ДО УЧАСТІ ПРАЦІВНИКІВ**

*Стаття присвячена дослідженню проблеми забезпечення соціальної безпеки на підприємствах в умовах військових дій, які створюють значні загрози для життя та здоров'я працівників, порушують стабільність трудових відносин, а також завдають шкоди інфраструктурі. У таких умовах необхідно впроваджувати нові підходи до забезпечення соціальної безпеки, які включають оновлення корпоративної політики, інтеграцію сучасних технологій, підвищення обізнаності працівників щодо заходів безпеки, а також адаптацію існуючих систем соціального захисту до нових викликів. Аналіз практик провідних українських компаній, таких як «Рошен», АТ «Укрзалізниця» та ТОВ «Нова Пошта», демонструє ефективність інноваційних рішень у сфері соціальної безпеки. У статті також розглядаються специфічні виклики, що виникають під час війни, серед яких підвищені ризики травматизму та смертності, руйнування виробничих і логістичних об'єктів, втрата кваліфікованого персоналу через вимушену міграцію та вплив психологічного стресу на продуктивність працівників. Рекомендації дослідження включають адаптацію міжнародних стандартів безпеки до умов військового конфлікту, впровадження передових технологій і інтеграцію соціальних стандартів у корпоративну культуру, що дозволяє підвищити стійкість бізнесу, забезпечити оперативну реакцію на кризові ситуації та захистити добробут працівників. Зроблені у статті висновки формують основу для подальшого розвитку систем соціальної безпеки в умовах криз. Це сприятиме покращенню готовності підприємств до непередбачених ситуацій, ефективному захисту працівників та підтримці продуктивності навіть в екстремальних умовах. Такі підходи є критично важливими для збереження економічної та соціальної стабільності країни в період військових дій і післявоєнного відновлення.*

**Ключові слова:** економічна безпека, національна економіка, соціальна безпека, безпека, соціальна безпека людини, загрози, інтелектуальний потенціал, війна, відновлення економіки.