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## **THE ROLE OF STRESS RESILIENCE IN THE PROFESSIONAL ACTIVITIES OF FUTURE MANAGERS**

*The article addresses the issue of developing stress resilience in future managers during professional training in the context of contemporary societal challenges. Particular attention is paid to the impact of stress factors on managerial performance. The main prerequisites for occupational stress are identified, and the roles of stress management and organizational culture in mitigating its negative effects are highlighted. It is emphasized that well-developed stress resilience is an important component of the professional competence of future managers and a prerequisite for effective managerial performance.*

**Keywords:** *manager, future manager, career, stress, occupational stress, stress resilience, stress management.*

Stress accompanies individuals throughout their lives and constitutes an integral component of contemporary professional and personal activity. Under the conditions of martial law in Ukraine, social instability, constant emotional tension, and uncertainty, the issue of stress resilience has become particularly relevant. Stress is traditionally viewed as a psychophysiological response of the human organism to difficult, demanding, or emotionally adverse circumstances. According to M. Kononova and T. Kuchma, “stress is a reaction of the organism and psyche not so much to physical conditions or situations as to the peculiarities of the relationship between the individual and the surrounding world. Thus, it is largely the result of cognitive processes, imaginative thinking, awareness of one’s internal resources and behavioral strategies, as well as their appropriate selection in a particular situation” [2, p. 28]. T. Tsyhanchuk defines stress as “an individually determined response of a person to a situation accompanied by intense emotional experiences and corresponding changes in the course of basic cognitive processes, as well as transformations in the psychosomatic, motivational, and behavioral spheres” [5, p. 672].

In everyday life, individuals constantly encounter new challenges and situations that require adaptation. However, each person perceives the same events differently and responds to them according to their psychological characteristics, life experience, and level of emotional stability. For some, a particular situation may become a source of significant stress and internal tension, whereas others are able to overcome difficulties constructively and adapt quickly to change. Therefore, the level of stress resilience is individual, changes throughout life, and depends on numerous internal and external factors. The higher an individual’s level of stress resilience, the more effectively they are able to function under conditions of emotional strain, professional challenges, and crises.

The specifics of an individual’s professional activity also play an important role in overcoming emotional strain. As a result, contemporary psychology and management widely employ the concept of occupational stress, which is understood as a set of physiological and psycho-emotional responses of the human organism to demanding or crises arising in the course of professional activity.

Given that working-age individuals spend a significant portion of their lives in a professional environment, occupational activity often becomes a source of emotional exhaustion, fatigue, psychological discomfort, and health-

related problems. This issue has become particularly relevant under the conditions of martial law in Ukraine, when professionals are required to work in circumstances characterized by constant anxiety, uncertainty, and increased psychological pressure. Therefore, the effectiveness of a modern specialist's professional activity is determined not only by the level of professional knowledge, skills, and competencies but also by the development of such important personal qualities as stress resilience, emotional stability, self-regulation, and the ability to adapt to challenging life and professional circumstances.

T. Palko considers stress resilience to be “a specific set of personal qualities that enables an individual to cope with stressful situations without adverse consequences for their own activities or those of others. It makes it possible to avoid stress by reconsidering one's attitude toward a particular situation. Any person, regardless of status or position, experiences negative emotions under such circumstances” [4, p. 280].

It should be noted that the professional activity of a manager is characterized by a high level of responsibility, the need to make prompt managerial decisions, define strategic objectives, organize effective teamwork, and maintain a favorable psychological climate within a team. A modern manager must be capable of working under conditions of multitasking, time constraints, emotional strain, and continuous change, all of which significantly increase the level of occupational stress. This issue is particularly relevant under the conditions of martial law in Ukraine, when managerial activity is accompanied by additional psychological burdens, uncertainty, and the necessity of rapid adaptation to crisis situations.

Given the complex nature of the factors that cause stress in managerial activity, it is advisable to consider the prerequisites for stressful situations as a combination of intrapersonal and organizational factors. Intrapersonal factors include individual psychological characteristics, emotional stability, and the capacity for self-regulation and adaptation. Organizational factors are directly related to the conditions of professional activity, including excessive workload, workplace conflicts, high performance demands, ambiguity of professional roles, and the specific characteristics of the managerial environment.

In addition, intrapersonal prerequisites for stress include a lack of self-confidence, low self-esteem, elevated anxiety levels, emotional instability, concerns related to personal or family life, and other psychological factors that may negatively affect managerial performance and the effectiveness of decision-making processes. Such personal characteristics often reduce a specialist's

ability to respond constructively to professional challenges, adapt to change, and maintain emotional balance under conditions of increased workload.

Organizational prerequisites for stressful situations are determined by the specific nature of the professional environment and the functioning of the organization. These include deficiencies in the organizational management structure, excessive workload, time pressure, inefficient distribution of responsibilities, workplace conflicts, information and communication overload, a high level of responsibility, and continuous monitoring of performance outcomes. All these factors may contribute to employees' emotional exhaustion, reduced productivity, deterioration of the psychological climate within the team, and inefficient use of working time.

The consequences of stress may include deterioration of an individual's physical and psycho-emotional well-being, occupational burnout, chronic fatigue, reduced work capacity, and disruptions in interpersonal and family relationships. The impact of stress on managerial activity is particularly dangerous, as constant emotional strain may lead to a decline in the quality of managerial decision-making, loss of motivation, communication difficulties within the team, and a decrease in overall professional effectiveness.

At the same time, stress does not always have an exclusively negative impact. Contemporary research increasingly emphasizes that a moderate level of stress may perform stimulating and mobilizing functions. In particular, an increased professional workload may contribute to the development of adaptability, responsibility, the ability to make prompt decisions, and the capacity to act effectively in non-standard situations. In the process of overcoming professional challenges, managers acquire new experience, improve their communication and organizational skills, and expand their professional networks and opportunities for personal and career development. Moreover, professional achievements and financial incentives may serve as additional resources for maintaining psychological well-being and restoring an individual's internal resources.

Every manager should possess a set of personal qualities necessary for the effective implementation of managerial activities. One of the most important among them is stress resilience, which enables specialists to maintain emotional balance, make well-considered decisions, and act productively under conditions of professional pressure and uncertainty. The issue of developing stress resilience has become particularly relevant in the context of the digitalization of business processes, which is accompanied by continuous organizational changes, increasing information overload, the need for rapid adaptation to new technologies, and a growing risk of professional conflicts and stressful

situations. Under the conditions of martial law in Ukraine, these challenges become even more pronounced, requiring future managers to demonstrate a high level of readiness for professional activity.

Stress management plays an important role in the prevention and mitigation of occupational stress, aiming to ensure the effective management of stress at both the individual and organizational levels [1]. We support the position of O. Kuzmin and M. Honchar that stress management encompasses a system of practical methods and technologies aimed at identifying stress-inducing factors, assessing their impact on an individual's psycho-emotional state, and finding ways to prevent and minimize the negative consequences of stressful situations [3]. In our opinion, the application of stress management technologies contributes to the preservation of the psychological well-being of future managers, enhances their professional effectiveness, and fosters their ability to act constructively under crisis conditions.

Organizational culture also plays a significant role in preventing conflicts and reducing the level of occupational stress. Therefore, modern managers should pay particular attention to the development of effective internal corporate communications that ensure open information exchange and the availability of high-quality feedback among all participants in professional interaction. A well-established communication system makes it possible to identify problematic situations in a timely manner, respond promptly to conflicts, maintain a favorable socio-psychological climate within the team, and increase employees' trust in and loyalty to the organization.

In the context of contemporary socio-economic challenges and martial law in Ukraine, the importance of a positive organizational culture increases substantially, as it contributes to employees' psychological support, reduces emotional strain, and promotes the development of stress resilience among both individual specialists and work teams as a whole. Effective communication, mutual support, partnership-based relationships, and a manager's ability to create a psychologically safe environment become essential factors for successful managerial performance and the stable functioning of an organization.

Therefore, stress resilience is one of the key professionally significant qualities of a modern manager. The effectiveness of managerial performance, the ability to make well-considered decisions, maintain productive interaction within a team, and preserve professional efficiency under conditions of continuous change and high psycho-emotional pressure largely depend on the level of its development. The issue of fostering stress resilience has become particularly relevant in the contemporary context of digitalization, social

instability, and wartime challenges in Ukraine. A successful manager must be capable of controlling their emotions, demonstrating psychological stability and self-regulation skills, remaining balanced and composed, and, when necessary, acting with a sufficient degree of self-control. For this reason, the development of stress resilience among future managers should be regarded as an essential component of their professional training in educational institutions of various levels of accreditation.

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#### **CONCEPTUAL FOUNDATIONS FOR THE DEVELOPMENT OF MEDIATION COMPETENCE IN FUTURE SOCIAL WORKERS**

**Abstract.** *This article explores the conceptual foundations for developing mediation skills among future social workers through a mediation development program. It has been proven that the implementation of the program helps students transition from the role of “arbitrator” (who delivers a verdict) to that of “facilitator” (who creates conditions for mutual understanding). It has been determined that integrating mediation training into the educational process for the “Social Work” major provides graduates with tools for nonviolent*