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PSYCHOLOGICAL ASPECTS OF REMOTE TEAM MANAGEMENT**ПСИХОЛОГІЧНІ АСПЕКТИ УПРАВЛІННЯ ВІДДАЛЕНИМИ КОМАНДАМИ****Obozna A.O. / Обозна А.О.***PhD in Economics, as.prof. / к.е.н., доцент*

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Abstract. *The article examines the psychological aspects of managing remote teams in the context of digital transformation and hostilities in Ukraine. Key problems arising in the process of remote work are identified, including a decrease in the level of social interaction, the risk of professional burnout, the difficulty of maintaining a corporate culture, and additional stressors related to security and instability. The purpose of the study is to identify psychological factors that affect the effectiveness of management and team cohesion in crisis conditions. Methods of analysis of scientific sources, comparative analysis of management practices and surveys of managers of Ukrainian companies were used. The results showed that the development of managers' emotional intelligence, the implementation of regular communication practices, psychological support, and crisis management are key to improving the productivity of remote teams. The conclusions emphasize the need for an integrated approach to management, considering psychological and security factors.*

Key words: *remote work, psychological aspects, team management, emotional intelligence, communication, motivation, corporate culture, military operations.*

Introduction.

Military operations in Ukraine since 2022 have radically changed the conditions for doing business and organizing work. Many companies were forced to switch to a remote work format not only because of digitalization, but also because of threats to the physical safety of employees. Remote teams have become an integral part of Ukrainian business, but their effectiveness depends not only on technological solutions, but also on psychological factors exacerbated by crisis circumstances. Additional stressors, such as air raids, evacuation, infrastructure instability, affect the motivation and emotional state of employees. The purpose of the article is to identify the key psychological aspects of managing remote teams in wartime and develop recommendations to improve their effectiveness.



Overview of the external environment

Military operations have created a new reality for Ukrainian companies. According to [8], more than 80% of organizations in Ukraine have switched to a remote work format. This has led to an increase in the psychological burden on employees, which is combined with professional challenges and personal risks. Studies show that during war, anxiety levels increase, concentration decreases, and the risk of burnout increases [7]. The psychological aspects of management become critical to maintaining productivity and team cohesion.

Theoretical foundations of psychological management of remote teams

1. Remote Team Management Models

In the context of remote work, agile management methodologies, such as Agile and Scrum, which provide for rapid adaptation to changes, transparency of communications, and regular feedback, are becoming especially relevant [3].

Agile and Scrum are actively used in IT companies in Ukraine to organize the work of remote teams. For example, SoftServe introduced daily online stand-ups during the war, which allowed us to maintain transparency of communication and quickly respond to changes.

In crisis situations, during hostilities, the Crisis Management Model is used, which includes:

- risk assessment for the team;
- development of business continuity plans;
- psychological support for staff.

The Crisis Management Model is used in the banking sector: managers develop protocols for actions in case of a power outage or evacuation of personnel, including psychological support through corporate chats.

2. Theories of motivation in the conditions of remote work

Classical theories of motivation, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, take on a new meaning in a remote format.

- Maslow: basic needs (security, stability) become critical during the war.
- Herzberg: hygiene factors (working conditions, communication) and motivators



(recognition, development) need to be adapted to the online environment [4].

Maslow's hierarchy of needs during the war takes on a new meaning – basic needs (security, stability) become a priority. Companies provide employees with generators and access to shelters, which reduces anxiety. Herzberg's two-factor theory is implemented through online awards and refresher courses.

3. Emotional intelligence of the leader

According to *Daniel Goleman's* theory, a leader's emotional intelligence (EQ) is a key factor in effective team management. It includes:

Self-awareness is the understanding of one's own emotions.

Self-control is the ability to manage stress.

Empathy – understanding the emotions of employees.

Social skills – building trust and cohesion [4].

In wartime, EQ helps managers maintain the psychological stability of the team. Managers organize "emotional check-in" meetings where each team member can share their condition. This helps to reduce stress levels and maintain cohesion.

4. Psychological security and its importance

The concept of *Psychological Safety* (*Amy Edmondson*) means that team members can openly express opinions without fear of negative consequences. In a remote format and during hostilities, psychological safety becomes the basis for maintaining productivity and team cohesion [7].

Key elements:

- transparency of communications;
- management support;
- no toxic atmosphere.

EPAM has implemented an "open channel" policy where employees can anonymously report problems. This is an example of creating a psychologically safe environment.

5. The impact of military operations on psychological aspects

War creates additional stressors:

- constant security threats;



- infrastructure instability;
- emotional exhaustion due to news and losses [9].

This requires managers to apply Resilience Management strategies – developing team resilience through psychological support, flexible work schedules, and crisis communications.

Ukrainian companies are creating “crisis chats” to quickly inform about security risks and provide psychological consultations online.

Main text

Considering the theoretical approaches and research results presented above, it becomes obvious that effective management of remote teams in military operations requires a comprehensive approach. To systematize key psychological factors, a model is proposed that reflects the relationships between the main elements of psychological influence on the team.

Model of Psychological Factors of Remote Team Management in War Conditions

The model consists of four main blocks that are interconnected and affect team effectiveness (**Figure 1**).

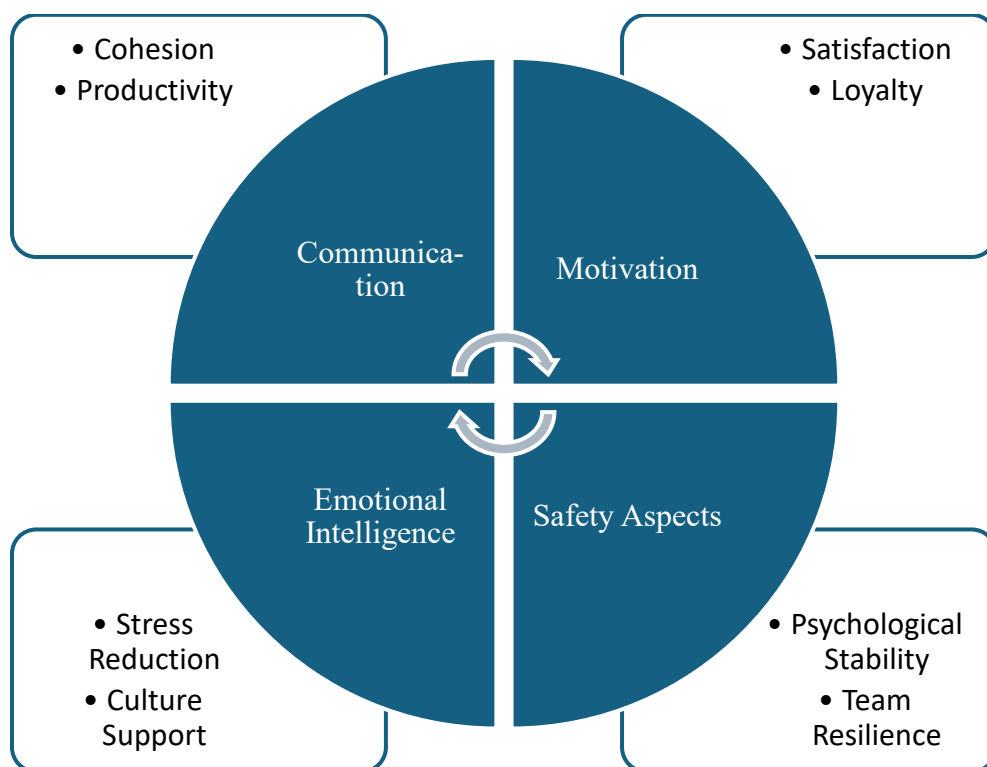


Figure 1 - Model of Psychological Factors of Remote Team Management in War Conditions



Structured description of the components:

1. Communication

- Regular online meetings, transparency of information, quick feedback.
- Affects team cohesion, which increases productivity.

2. Motivation

- Use of flexible schedules, recognition of achievements, support for development.
- Leads to employee satisfaction, which builds loyalty.

3. Emotional Intelligence of the Manager

- Self-awareness, empathy, stress management.
- Helps reduce anxiety levels and support corporate culture.

4. Safety aspects

- Ensuring psychological stability through crisis protocols, risk awareness.
- Forms a sense of security, which reduces stress and increases efficiency.

Relationships:

- Communication → Cohesion → Productivity
- Motivation → Satisfaction → Loyalty
- Emotional Intelligence → Stress Reduction → Culture Support
- Safety Aspects → Psychological Stability → Team Resilience

The proposed model of psychological factors of remote team management in military operations allows us to systematize the key elements that affect the effectiveness of work. To verify its practical significance and determine the real impact of these factors on the activities of Ukrainian companies, an empirical study was conducted. The following section describes the source data and methods used to collect and analyze information.

Input data and methods

The study was based on a combined approach, which included the analysis of scientific sources, interviews with managers and comparative analysis of management practices.

- Sources: twenty publications from referred journals dedicated to management



psychology and remote work.

- Survey: conducted among fifty managers of Ukrainian IT companies working remotely during the war.

- Methods: content analysis, statistical data processing, comparison of traditional and remote teams by key indicators. The limitations of the study are related to the specifics of the industry and a small sample, which requires further expansion.

The use of these methods made it possible to obtain comprehensive information about the psychological factors affecting the effectiveness of remote team management in the conditions of hostilities. The collected data covers both quantitative indicators (stress level, frequency of communications) and qualitative characteristics (assessment of motivation, sense of psychological security). The next section presents the results of the study, which demonstrate the key problems and trends identified among Ukrainian companies.

Research results

Four main psychological problems were identified:

1. Decreased level of social interaction – 68% of respondents feel isolated.
2. Risk of professional burnout – 54% of managers noted increased stress levels.
3. Difficulty maintaining corporate culture – 72% of companies have problems with forming a team identity.
4. Additional stress due to military operations – 81% of employees reported the impact of security factors on work [White, 2024] (**Table 1**).

In addition to quantitative data, qualitative comments from respondents were received, confirming the importance of psychological support and communication. The most telling statements:

- “Regular online meetings help you feel part of the team, even when there are constant worries around you.”
- “The biggest challenge is balancing work and personal problems. Support from your manager in the form of flexible schedules reduces stress.”
- “The lack of informal communication makes work more mechanical. We need more online team activities.”



- “The psychological counseling that the company organized helped to cope with anxiety and focus on the tasks.”

These comments demonstrate that not only technical tools, but also emotional support and management flexibility are key to maintaining the productivity of remote teams in crisis conditions.

Table 1 - The main psychological risks of remote work in wartime

Problem	% of respondents
Isolation	68%
Burnout	54%
Loss of culture	72%
Stress due to war	81%

Therefore, the comments received confirm that the psychological aspects of management are crucial for the effectiveness of teams. To better understand the differences between traditional and remote teams in military operations, we present a comparative analysis of key characteristics that affect communication, control and stress levels (**Table 2**).

Table 2 - Comparison of traditional and remote teams

<i>Criterion</i>	<i>Traditional team</i>	<i>Remote team</i>
Communication	personal	online
Control	direct	through KPIs
Stress level	Low	High (especially during the war)

As can be seen from the comparative analysis, remote teams have significant differences from traditional ones that affect the psychological state of employees. The main problems are communication and control, which in a remote format require the use of digital tools and clear regulations.

In addition, the level of stress in remote teams is significantly higher, especially in conditions of military operations, which confirms the need to implement additional



psychological support measures.

To minimize the negative impact of these factors, managers should apply an integrated approach that combines technological solutions with psychological management methods. The following table demonstrates the main methods of psychological support that can be effective for Ukrainian companies.

Given the identified problems and differences between traditional and remote teams, especially in military operations, the question arises about specific tools that can help reduce stress levels and increase work efficiency.

Below are the main methods of psychological support recommended for use in Ukrainian companies (**Table 3**).

Table 3 - Methods of psychological support

<i>Method</i>	<i>Expected effect</i>
Online Training	Anxiety Reduction
Support groups	Increasing cohesion
Flexible Schedule	Burnout Reduction

The proposed methods of psychological support demonstrate that effective management of remote teams in the conditions of hostilities is impossible without a systematic approach. The use of online training, support groups, and flexible work schedules can reduce anxiety, increase cohesion, and prevent professional burnout. However, these measures must be integrated into the overall management strategy and not applied in fragments.

Discussion and analysis of results

The results confirm that psychological aspects are key to the effectiveness of remote teams, especially in wartime. It is recommended to:

- develop the emotional intelligence of leaders [4];
- implement regular communication practices and crisis protocols [5];
- create psychological support programs, including counseling and support groups [6];



- provide flexible work schedules and additional days off to reduce stress [9].

The analysis of the data obtained confirms that psychological factors have a decisive influence on the effectiveness of remote teams. In war conditions, these factors become especially relevant, as they are combined with additional stressful circumstances, such as security threats, infrastructure instability and information pressure.

The main problems identified in the study (isolation, burnout, loss of corporate culture, stress due to military operations) require comprehensive solutions. Managers should apply the following approaches.

- Development of emotional intelligence of managers – the ability to understand employees' emotions and support them in crisis situations.

- Regular communication practices – weekly online meetings, informal “check-in” sessions to discuss psychological state.

- Psychological support programs – access to psychologist's consultations, creation of mutual support groups.

- Flexible work schedule – the ability to adapt working hours to the personal circumstances of employees.

- Crisis protocols – clear instructions in case of emergency situations that reduce the level of anxiety. Implementation of these measures will help maintain productivity, increase loyalty and create a psychologically safe work environment.

Considering the above results and recommendations, it is possible to draw generalized conclusions regarding the role of psychological aspects in ensuring the effectiveness of remote teams in military operations. The following section summarizes the key provisions of the study and outlines the directions of further scientific research.

Summary and conclusions.

The study confirmed that the psychological aspects of managing remote teams in a military environment are a key factor in maintaining productivity and psychological well-being of employees. The identified problems - isolation, professional burnout, loss of corporate culture and additional stress due to security threats - significantly



affect the effectiveness of teams.

The proposed model of psychological factors of management allows us to systematize the main elements of influence: communication, motivation, emotional intelligence of the manager and safety aspects. Its practical application will contribute to the formation of a psychologically safe environment, increasing cohesion and reducing the level of anxiety among employees. It is recommended to implement comprehensive measures: development of emotional intelligence of managers, regular communication practices, psychological support programs, flexible work schedules and crisis protocols. These tools should be integrated into the management strategy and not applied fragmentarily.

Further research may be aimed at:

- assessing the effectiveness of the proposed model in various sectors of the economy;
- developing digital solutions for psychological support (VR technologies, mobile applications);
- comparing the impact of psychological factors on teams in Ukraine and other countries operating in crisis conditions.

Thus, the psychological aspects of managing remote teams in wartime are not only an important scientific direction, but also a practical tool for ensuring business sustainability and preserving human capital.

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Анотація. У статті розглядаються психологічні аспекти управління віддаленими командами в контексті цифрової трансформації та військових дій в Україні. Визначено ключові виклики, пов'язані з комунікацією, мотивацією та емоційним благополуччям віддалених працівників. Мета дослідження — визначити психологічні чинники, що впливають на ефективність управління та взаємодію команди в кризових умовах. Методи включають аналіз літератури, порівняльний огляд управлінських практик та опитування менеджерів. Результати свідчать, що основними викликами є зменшення соціальної взаємодії, ризик вигорання та труднощі з підтримкою корпоративної культури. Рекомендації включають програми психологічної підтримки та розвиток емоційного інтелекту серед лідерів. Висновки підкреслюють важливість комплексного підходу до дистанційного управління командою, враховуючи психологічні та безпекові фактори.

Ключові слова: віддалена робота, психологічні аспекти, управління командами, емоційний інтелект, комунікація, мотивація, корпоративна культура, військові дії

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