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PSYCHOLOGICAL SAFETY OF PERSONNEL IN THE ERA OF DIGITAL CHANGES

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Abstract. *In the current conditions of digital transformation of enterprises and organizations, an acute problem of ensuring the psychological safety of personnel arises. The article considers the main aspects of the psychological safety of employees in the digital environment, particularly the impact of digital technologies on the psycho-emotional state of employees, the specifics of the work of HR services in the conditions of transformations, as well as the key risks of digital interaction. An analysis of the strategy for adapting personnel to digital changes, the features of managing psychological comfort in the team, and recommendations for supporting the mental health of employees are developed. The practical value of the study lies in the development of adaptive mechanisms for managers and HR managers that allow them to effectively respond to the challenges of the digital economy, maintain high productivity and psycho-emotional well-being of employees.*

Keywords: *psychological safety, personnel, digital transformation, professional burnout, digitalization of HR processes, adaptation to change.*

In the modern era of digital transformation, organizations face an urgent challenge - ensuring the psychological safety of personnel. While digitalization offers vast opportunities for process optimization, productivity growth, and flexible employment models, it also introduces new stressors, risks of professional burnout, digital overexposure, and the blurring of work-life boundaries. The growing dependence on digital technologies demands an innovative approach to employee well-being, requiring organizations to rethink their strategies for mental health support and stress management in the workplace.

This article examines key aspects of psychological safety in the digital work environment, including the influence of digital technologies on employees' psycho-emotional

well-being, the transformation of HR management approaches, and the risks associated with digital interaction. The study explores adaptation strategies for personnel in response to digital changes, psychological comfort management in teams, and practical recommendations for maintaining mental health in the workplace. In particular, the analysis focuses on the impact of remote work, automation, and digital communication tools, which have altered traditional work dynamics and introduced new psychological challenges for employees.

Special attention is paid to the implementation of digital technologies in enterprises and an assessment of their impact on employees' psychological security. Findings indicate that integrating digital support tools into HR processes can mitigate stress factors, enhance employee motivation and engagement, and foster a secure work environment even during organizational transitions. The article also discusses the role of leadership in shaping a psychologically safe work culture, where employees feel valued, supported, and empowered in times of digital change.

Additionally, the article highlights the role of psychological resilience in overcoming digital adaptation challenges and the importance of establishing an organizational culture that supports innovation, openness, and emotional well-being. It is argued that HR managers and business leaders must adopt proactive measures to prevent digital fatigue and promote employee-centric strategies for workforce adaptation.

The practical value of this study lies in the development of adaptive mechanisms for HR professionals and managers, enabling them to effectively respond to the challenges of digital transformation while maintaining high performance and employee well-being. These findings can serve as a foundation for further research on long-term strategies for ensuring psychological stability and professional sustainability in an increasingly digitalized world.

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