

UDC 159.9:35.08

DOI <https://doi.org/10.32782/tnv-pub.2026.1.2>

PSYCHOLOGICAL DETERMINANTS AND PREVENTION OF BURNOUT OF CIVIL SERVANTS IN MODERN CONDITIONS

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In the conditions of large-scale socio-political transformations and martial law in Ukraine, the effectiveness of the public administration system is undergoing serious tests. The key resource for ensuring the stability of state institutions is the human resource potential, which today operates in a mode of extremely high psycho-emotional stress. Professional burnout of civil servants ceases to be a personal problem and is transformed into a threat to national security, as it leads to a decrease in the quality of administrative services, an increase in errors in management decisions and an increase in corruption risks. In view of this, the purpose of the article is to carry out a comprehensive theoretical and methodological analysis of the phenomenon of professional burnout in the civil service system, to identify specific determinants of its occurrence in conditions of crisis challenges, as well as to substantiate and systematize effective psychological technologies for the prevention of this condition. The methodological basis of the work is made up of general scientific methods of analysis and synthesis, comparative analysis and a systems approach, and the empirical basis is the results of research by leading domestic and foreign scientists, which allowed comparing the psychological mechanisms of burnout in the management, production and social spheres. The article analyzes the essence of professional burnout as a polydetermined syndrome that develops according to the scheme “emotional exhaustion – depersonalization – reduction of personal achievements”. It is determined that the specificity of the civil service is the “double determination” of stress: societal pressure (high expectations) and system pressure (bureaucratism). It is proven that the key mechanism of exhaustion is emotional dissonance caused by the need to perform “emotional work” during communication with citizens in crisis situations. Based on the analysis of best practices, a comprehensive three-level prevention model is proposed, which provides for: at the organizational level – optimization of work processes, introduction of clear KPIs and creation of sensory rooms; at the group level – introduction of the institute of supervision and Balint groups; at the individual level – training of employees in self-regulation and cognitive reframing methods. The results of the study conclude that there is a need to change the management paradigm, where the preservation of the mental health of personnel is considered a strategic imperative, and adapted recommendations are proposed for implementation in government bodies.

Key words: professional burnout, civil service, psychological prevention, stress management, emotional dissonance, professional health, psychological safety.

Варнавська І. В., Самкова О. М. Психологічні детермінанти та профілактика професійного вигорання державних службовців в сучасних умовах

В умовах масштабних суспільно-політичних трансформацій та воєнного стану в Україні ефективність системи державного управління зазнає серйозних випробувань. Ключовим ресурсом забезпечення стабільності державних інституцій є кадровий потенціал, який сьогодні працює в режимі надвисокого психоемоційного навантаження. Професійне вигорання державних службовців перестає бути проблемою особистого характеру і трансформується у загрозу національній безпеці, оскільки призводить до зниження якості адміністративних послуг, зростання помилок в управлінських рішеннях та підвищення корупційних ризиків. З огляду на це, метою статті є здійснення комплексного теоретико-методологічного аналізу феномену професійного вигорання в системі державної служби,

виявлення специфічних детермінант його виникнення в умовах кризових викликів, а також обґрунтування та систематизація дієвих психологічних технологій профілактики цього стану. Методологічну основу роботи становлять загальнонаукові методи аналізу та синтезу, компаративного аналізу та системного підходу, а емпіричну базу – результати досліджень провідних вітчизняних та зарубіжних науковців, що дозволило зіставити психологічні механізми вигорання в управлінській, виробничій та соціальній сферах. У статті проаналізовано сутність професійного вигорання як полідетермінованого синдрому, що розвивається за схемою «емоційне виснаження – деперсоналізація – редукція особистих досягнень». Визначено, що специфікою державної служби є «подвійна детермінація» стресу: тиск суспільства (високі експектації) та тиск системи (бюрократизм). Доведено, що ключовим механізмом виснаження є емоційний дисонанс, спричинений необхідністю здійснювати «емоційну працю» під час комунікації з громадянами у кризових ситуаціях. На основі аналізу кращих практик запропоновано комплексну трирівневу модель профілактики, яка передбачає: на організаційному рівні – оптимізацію робочих процесів, запровадження чітких KPI та створення сенсорних кімнат; на груповому рівні – впровадження інституту супервізії та балінтовських груп; на індивідуальному рівні – навчання службовців методам саморегуляції та когнітивного рефреймінгу. За результатами дослідження зроблено висновок про необхідність зміни управлінської парадигми, де збереження ментального здоров'я персоналу розглядається як стратегічний імператив, та запропоновано адаптовані рекомендації для імплементації в органах влади.

Ключові слова: професійне вигорання, державна служба, психологічна профілактика, стрес-менеджмент, емоційний дисонанс, професійне здоров'я, психологічна безпека.

Introduction. At the current stage of state formation in Ukraine, the problem of public administration efficiency acquires the status of a national security issue. The civil service as an institution does not function autonomously; it is a living organism, the effectiveness of which directly depends on the quality of human capital. In the conditions of a protracted crisis caused by martial law, the constant threat of missile attacks, energy instability and economic challenges, civil servants have found themselves at the epicenter of enormous psychological pressure. They are forced to perform the functions of crisis managers, working in a “permanent stress” mode, where a mistake can have fatal consequences for wide segments of the population. Such intensity of work without proper psychological recovery inevitably leads to professional burnout – a syndrome that the WHO recognizes not just as overwork, but as a factor affecting health and professional suitability.

The relevance of the study is enhanced by the processes of reforming the civil service system itself. The course towards European integration, digitalization of administrative services, requirements for transparency and accountability – all this radically changes the role model of a civil servant. He is required not only to have professional competence, but also high adaptability, emotional intelligence and stress resistance. The so-called “cognitive dissonance” arises: on the one hand, society places extremely high demands on the service and ethics of officials, and on the other – the system often retains the rudiments of bureaucracy, a rigid hierarchy and insufficient material motivation. This gap between expectations and reality becomes a powerful catalyst for the development of emotional exhaustion, cynicism and reduction of personal achievements.

The problem of professional burnout of civil servants goes beyond the purely psychological discourse and acquires a medical and social color. Ignoring the symptoms of burnout leads to psychosomatic disorders (cardiovascular diseases, sleep disorders, depressive states), which, in turn, causes an increase in the number of sick leave, a decrease in working capacity and, as a result, the loss of qualified personnel. In conditions of a shortage of professionals ready to work for the state in a crisis period, preserving the mental health of existing personnel becomes a strategic imperative for managers of all levels.

A separate aspect of relevance is the relationship between professional burnout and corruption risks. Scientific studies show that burnout often leads to depersonalization – a state when an employee begins to perceive citizens not as subjects of assistance, but as objects that interfere with work, or as a source of additional income to compensate for his own moral costs. An emotionally exhausted employee has a reduced threshold of moral sensitivity, which makes him more vulnerable to corruption temptations or official negligence. Therefore, prevention of burnout is, in fact, a preventive measure in the fight against corruption.

Analysis of recent research and publications. The problem of professional burnout is widely covered in modern scientific literature. A significant contribution to the development of methodological principles of prevention was made by L. M. Karamushka [3], who in her work substantiated the need to use complex psychological technologies in the organizational environment. She considers prevention as a systemic process that includes diagnostic, informational and corrective stages. The specifics of the public sector were analyzed in detail by O. I. Gavrilyuk [2], who identified the factors of “double determination” of burnout of civil servants: external pressure from society and internal organizational constraints.

International experience in the study of emotional exhaustion is presented in the works of V. B. Schaufeli [4]. The scientist focuses on the phenomenon of emotional dissonance in professions of the “person-person” type, which is critically important for understanding the nature of stress in public administration. At the same time, the research of I. V. Varnavskaya [1] is important for understanding the universality of stress mechanisms. Despite the fact that her work focuses on the technical sphere (food industry), the patterns she identified regarding the influence of hyper-responsibility and methods of restoring resourcefulness are relevant for civil servants in crisis situations.

The purpose of the article is to conduct a comprehensive theoretical and methodological analysis of the phenomenon of professional burnout in the civil service system, identify specific determinants of its occurrence in the context of modern socio-political challenges, as well as substantiate and systematize effective psychological technologies for the prevention and correction of this condition.

Presentation of the main material. It is categorically wrong to consider professional burnout of civil servants linearly – exclusively as a consequence of physical overwork or accumulated fatigue from routine actions. This is a complex, dynamic and deeply destructive process of depletion of personal resources (emotional, cognitive, psychophysical), which arises as a result of systemic imbalance. In the scientific literature, this condition is best described by the JD-R (Job Demands-Resources) model: burnout occurs when the demands of the professional environment (high pace, responsibility, emotional pressure) significantly and for a long time exceed the available resources of the employee (support, autonomy, feedback, reward). For a civil servant, this imbalance often becomes chronic, transforming from situational stress into an existential crisis of professional identity.

The specifics of the activities of civil servants in modern Ukraine are characterized by an extremely high intensity of communications of the “person-person” and, more importantly, “person-state” type. In the mind of the average citizen, an employee sitting in an office or “window” of the Central Administrative Service is not just a hired employee – he is the personification of the “State” with all its shortcomings, legislative conflicts and historical traumas. The civil servant acts as a kind of “psychological buffer” or “lightning rod” between a complex, often cumbersome state machine and a citizen who needs an immediate solution to a problem. All the negativity directed at the abstract “authority” accumulates on a specific specialist.

Communication often occurs in conflict or crisis situations (denial of social benefits, bureaucratic delays in processing documents, inability to provide a service due to technical failures). In conditions of martial law, this is compounded by air raids, work in shelters, and interaction with traumatized categories of the population (IDPs, veterans, families of the deceased). This requires the employee to make enormous willpower efforts to restrain his own natural reactions (fear, irritation, fatigue). The phenomenon of emotional dissonance arises – a gap between what the employee actually feels (for example, anxiety for his own family) and what he is obliged to demonstrate according to the protocol (calm, confidence, empathy). It is the need to constantly “play a role” and suppress true emotions that is the key mechanism for exhaustion of the nervous system.

Based on the thorough research of O. Havrylyuk [2] and adapting them to today’s realities, it is advisable to classify and detail the spectrum of stress factors in civil service into three hierarchical levels (see Table 1).

Table 1

Classification and analysis of stress factors in the work of civil servants

Group of factors	Detailed description	Psychological mechanism of influence	An example of manifestation in real activity
Organizational and management	Excessive bureaucracy, rigid vertical hierarchy, over-regulation of processes, lack of real autonomy in decision-making	Formation of a sense of “learned helplessness”. The employee understands how to do things better/faster, but the system forces them to act according to an outdated algorithm that kills initiative	The need to approve a simple tactical decision through 3-4 instances (“red tape”), collecting numerous signatures for an elementary action, which reduces the feeling of one’s own professional significance and effectiveness
Role-playing	Role ambiguity, role conflict, information overload, contradiction between the “letter of the law” and the “spirit of humanity”	Cognitive dissonance. The employee finds himself between the “hammer” of instructions and the “anvil” of human needs, feeling guilty for not being able to help	A situation where an employee must simultaneously be “client-oriented” (listen to the citizen’s pain) and rigidly “normative” (refuse service due to the lack of one certificate, even understanding the absurdity of the situation)
Socio-economic	Insufficient material motivation, salary mismatch with the level of responsibility, low social prestige of the profession, “scapegoat” status	Violation of the principle of justice. The feeling of being undervalued by society and the employer provokes cynicism as a defensive reaction (“I won’t put in the effort for that kind of money”)	Disproportion between colossal responsibility (distribution of millions of budget funds, access to registers) and one’s own low salary; constant public criticism of the authorities in the media, which is automatically projected onto the ordinary clerk

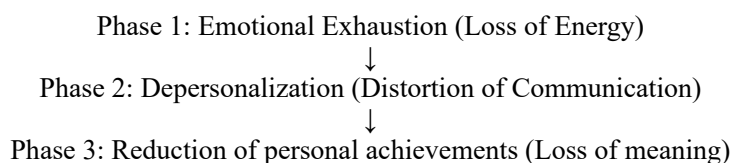
Professional burnout of civil servants is not a local problem of an individual, but a systemic consequence of the architecture of the civil service, which is subjected to extreme tests in wartime.

The process of professional burnout of a civil servant is not an instantaneous act or state that arises suddenly. It is a prolonged “downward spiral” of personality deformation over time. Based on the synthesis of domestic approaches (L. M. Karamushka [3]) and a multidimensional model (V. B. Shaufeli [4]), this pathogenesis can be represented as a chain reaction, where each subsequent phase is a consequence of the unresolved problems of the previous one.

It is important to understand that the syndrome develops from energy depletion to a change in outlook and attitude towards work.

Scheme 1

Cascade model of the development of professional burnout syndrome



Below is a detailed analysis of each phase with a description of psychological mechanisms, symptoms, and real-life examples from the lives of civil servants.

1. Emotional exhaustion “Energy collapse” is the basic, triggering link of the syndrome, which manifests itself first. It is characterized by a feeling of excessive use of emotional and physical resources.

Psychological essence: a person feels “emotionally overwhelmed” by the problems of others and at the same time “empty” from the inside. The effect of a “discharged battery” arises: rest on weekends no longer brings restoration of strength (chronic fatigue effect). For a civil servant, this means a loss of the ability to empathize – empathy, which is necessary for the provision of quality public services, disappears, since there is simply no energy resource for it.

Psychosomatic manifestations: frequent headaches at the end of the working day, insomnia (scrolling through work situations before going to bed), exacerbation of chronic diseases, sudden pressure surges. For example, a chief specialist of the social protection department who works with internally displaced persons (IDPs) every day. Manifestation: after receiving the 40th visitor in a day, she feels not just tired, but also physically nauseous and dizzy from the need to talk. A phone call causes tachycardia and irritation. Waking up in the morning is accompanied by a heavy thought: “Go there again... I can’t listen to other people’s grief anymore, I have nothing to give back.” The employee begins to avoid eye contact with colleagues and visitors, trying to preserve the remnants of energy.

2. Depersonalization / Cynicism “Protective wall” if emotional exhaustion is not overcome, the psyche turns on the emergency mode of protection – depersonalization. This is an attempt to create emotional distance between oneself and the source of stress (citizens, colleagues).

Psychological essence: this is a specific deformation of interpersonal relationships. The employee begins to treat citizens not as living people with their problems, but as “objects”, “units of accounting”, “papers” or “irritating factors”.

The client is dehumanized. Emotional involvement is replaced by indifference or hidden negativism.

Behavioral markers: use of professional slang, use of derogatory labels (“supplicants”, “complainants”, “inadequate”), formalism, bureaucratic “deafness” (ignoring requests that go beyond the minimum instructions). For example, an administrator of the ASN communicates with an elderly person who made a mistake when filling out an application. Manifestation: instead of helping, the “robot mode” is turned on. The employee coldly reports: “You don’t have a comma in your application, and the date is in the wrong format. I won’t accept the documents. Read the stand, it’s all written there.” The employee’s internal monologue: “They’re all the same. They just want to ruin my day. If I sympathize with everyone, I’ll die. It’s better to hide behind instructions – that’s my armor.” Cynicism here acts as anesthesia for pain.

3. Reduction of personal achievements “Professional nihilism”. The final stage, which affects self-esteem and professional identity. This is the emergence of a persistent negative attitude towards one’s own successes and opportunities.

Psychological essence: a person begins to feel his own incompetence and helplessness. Even if objectively the work is done well, subjectively the employee feels that his activities are meaningless, they do not change anything on the scale of the state or society. A “cog in the system” syndrome is formed, which does not affect anything. This leads to a decrease in motivation and a drop in productivity. Consequences: refusal of difficult tasks, unwillingness to learn new things, sabotage of innovations, depressive moods, desire to quit or, conversely, “serve out” time until retirement with minimal effort (presenteeism – being present at work without real work). For example, the manager offers a specialist to lead a new promising project on digitizing the archive or to go for advanced training. Manifestation: the employee refuses, arguing that “nobody needs it”, “nothing will change anyway”, “I can’t cope”. He devalues his previous 10 years of experience, considering them time wasted. Thought: “Why bother? The system will crush any initiative anyway. I’m just a small person, my job is to translate papers”.

Understanding this phase dynamics is critical for choosing prevention methods. If rest and relaxation are effective at the stage of emotional exhaustion, then communication training and supervision are needed at the stage of depersonalization, and cognitive-behavioral therapy and revision of career goals are needed when achievements are reduced. Ignoring the first symptoms inevitably leads a civil servant to complete professional unsuitability.

Effective overcoming of burnout syndrome is impossible by applying specific, isolated measures. To achieve sustainable results, it is necessary to implement systemic interventions that cover the entire vertical of professional interaction. Based on the analysis of domestic and international experience, a three-level prevention model is proposed, which includes organizational, group and individual levels.

- Organizational level “Work ecology” and management culture.

A fundamental mistake of many managers is to perceive burnout as a problem of “weak employees” who cannot cope with the workload. In fact, burnout is primarily an indicator of dysfunction in the work organization. Prevention at this level requires a change in the management paradigm.

A. Regulation of activities and transparency of expectations. One of the most powerful stressors is uncertainty. Management should introduce a system of clear, measurable and achievable KPIs. For example, instead of the abstract requirement to “work more efficiently”, which causes anxiety, a clear criterion is set: “processing 15 requests per day while adhering to the quality protocol”.

Motivational aspect: the employee must clearly understand the cause-and-effect relationship: “If I complete X amount of work, I am guaranteed to receive Y reward (bonus, extra day off, public thanks)”. This restores a sense of control over one’s own life.

B. Recovery infrastructure – creating physical space for psychological relief is not a luxury, but an occupational hygiene necessity. This involves setting up so-called sensory rooms where an employee can spend 15-20 minutes during a break.

Technical equipment: the room should be isolated from work noise, equipped with comfortable beanbag chairs, have muted warm lighting and the ability to listen to relaxing music or nature sounds through headphones. The presence of live plants also helps reduce stress levels.

Physiological effect: studies show that even 15 minutes of being in such an environment reduces the level of cortisol (stress hormone) in the blood by 20–30% and normalizes heart rhythm.

B. Institute of Supervision. It is necessary to implement the practice of regular supervision in the civil service, borrowed from psychotherapeutic and social work. This is a format of professional support, where an employee can discuss difficult cases, mistakes or conflicts with an independent expert or experienced mentor. Supervision should be a safe space, separated from administrative control. The employee should not fear punishment for openness.

- Group level: social support and microclimate.

As I. Varnavska notes in her studies of production teams [1], collective support is the most powerful buffer against stress. When an employee feels a sense of belonging to a group that understands and supports him, the level of his resistance to burnout increases significantly. In the practice of civil service, this is implemented through specific tools of group work (see Table 2).

Table 2

Group work tools

Tool	Description of the methodology and format of the implementation	Expected psychological outcome
Balint groups	Regular staff meetings (every 2 weeks, 60–90 min) to discuss “difficult” clients or emotionally draining situations. Moderated by a psychologist or trained facilitator	Reducing anxiety levels through awareness of the universality of problems (“I am not the only one with this problem”). Sharing experiences allows you to find new strategies for resolving conflicts
Assertiveness training	Learning the ability to politely but firmly defend one's boundaries when communicating with aggressive citizens. Practicing scripts for responding to provocations	Reducing the number of destructive conflicts. Preserving the employee's sense of self-esteem, preventing the “victim” position
Team building	Joint activities outside the work context (volunteering, sports, creative workshops) that are not related to subordination and hierarchy	Formation of horizontal emotional connections, increasing the level of trust and empathy in the team

Practical implementation case: the “10 minutes of silence” rule is being implemented in the customer service department. If an employee has had a difficult conflict with an aggressive visitor, he has the legitimate right to take a 10-minute break to stabilize

his condition. At this time, his colleagues take on the flow of customers in solidarity, demonstrating support with action, not just words.

- Individual level: self-management and psychological hygiene are the area of personal responsibility of a civil servant. No external system will be effective if the employee himself does not possess self-regulation skills.

1. Time Management and Boundary Ecology Maintaining a work-life balance is critical. Digital Hygiene: Establish a strict rule of turning off work chats and email after 6:00 PM (except in clearly defined cases of force majeure).

The “Pomodoro” technique: to prevent monotony and cognitive exhaustion, it is recommended to break working time into intervals: 25 minutes of intensive work / 5 minutes of complete attention switching (get up, drink water, look out the window).

2. Development of emotional intelligence. A key skill for a civil servant is the ability to dissociation. This is the ability to separate one’s own emotions from the emotions of the interlocutor. The employee must realize: “The visitor’s aggression is not directed at me personally as a person, but at the situation or the state institution that I represent”. This allows you not to “take the negative to heart”.

3. Emergency self-regulation techniques. A civil servant must possess “first aid” tools for the psyche.

Thus, the prevention of professional burnout of civil servants is a complex multi-level architecture. In this structure, organizational conditions create a reliable foundation, group support forms protective walls, and individual self-regulation skills act as a roof that protects the mental health of a specialist from the weather of external challenges. Only the synergy of all three levels is able to ensure the stability of the civil service’s human resources potential.

Conclusions. Theoretical and methodological analysis of the problem of professional burnout in the civil service system allows us to formulate a number of conceptual provisions that are important both for psychological science and for the practice of public administration.

The conducted research gives grounds to assert that professional burnout of civil servants in the conditions of war and post-war period cannot be considered narrowly – as a result of the personal inability of the employee to cope with stress. This is a complex polydeterministic syndrome, which acts as an indicator of deep dysfunction of the organizational system. The decrease in the resistance of the civil service personnel potential is directly correlated with a decrease in the quality of administrative services, an increase in managerial errors and an increase in corruption risks (due to the mechanism of reducing moral sensitivity during depersonalization). The psychological health of a civil servant is a factor of national security.

Based on the synthesis of modern scientific approaches, it has been established that civil servants are exposed to a unique constellation of stress factors, which can be defined as “double pressure”. On the one hand, these are high expectations of society, which perceives the civil servant as the personification of the State and holds him responsible for all systemic shortcomings. On the other hand, this is the internal pressure of the bureaucratic system (strict regulation, paper routine), which limits the autonomy of the specialist. The key mechanism of exhaustion is determined to be emotional dissonance – the need to perform “emotional work” (demonstrate empathy and calm) in conditions of internal exhaustion and external aggression, which leads to accelerated depletion of psycho-energetic resources.

Ineffectiveness of fragmented measures and a change in the prevention paradigm. The study proves that the traditional approach to prevention, which focuses exclusively

on the individual (advice to “rest more”, “not worry”), is ineffective in conditions of chronic organizational stress. Effective prevention is possible only if we move to a three-level model:

- organizational level (change in work architecture, transparent KPIs, recovery infrastructure);
- group level (social support, interviews, Balint groups);
- individual level (development of self-regulation skills). Only the synergy of these levels can create a resistant environment.

Comparative analysis has revealed universal patterns of maintaining working capacity, common to the management and production spheres. The principle of “psychological safety”, which is a standard for operators of complex technical systems, should be implemented in the civil service. An employee who works with people in crisis situations needs the same regulated period of recovery and technical break as an employee in hazardous production, since the price of a mistake in both cases is critically high.

Preserving the mental resources of civil servants is not a humanitarian option, but a strategic imperative necessary to ensure the sustainability and ability of the state to effectively respond to today’s challenges.

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Дата першого надходження статті до видання: 11.01.2026

Дата прийняття статті до друку після рецензування: 17.02.2026

Дата публікації (оприлюднення) статті: 24.04.2026

