

Cultural Practices of Managing Social-Cultural Activity: Foreign Experience and Domestic Realities

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Abstract

The issue of cultural development in general, as well as the features of management in the social-cultural sphere, have become especially relevant in recent years in connection with introducing quarantine measures related to spreading COVID-19 in the world, Russia's military actions in Ukraine and economic and political changes in the world. State authorities in many countries attach particular importance to the issue of forming an effective management environment for social-cultural activities. They put forward new high requirements for training specialists in this field, which would meet the challenges of time and the development trends of the world community. In particular, the sphere of musical culture in many countries of the world is recognized as a state priority, since it is the basis of society's cultural, spiritual, social, political and economic development. The social-cultural sphere, as a system of state and public institutions, is responsible for the state of developing and functioning of the state and society. The purpose of the academic paper is to clarify the features of foreign and domestic practice of managing social-cultural activities, highlighting the principal factors, problems and prospects for developing this field. In the course of the research, bibliographic and analytical methods were used to study scientific literature on managing social-cultural activities. Along with this, induction, deduction, analysis, synthesis of information, system-structural, comparative, logical-linguistic methods, abstraction, and idealization were applied to study and process data. Moreover, the research authors conducted a questionnaire in online mode, in the course of which the viewpoint of scientists conducting research in the field of managing social-cultural processes and heads of cultural and educational institutions working in Ukraine and abroad was studied regarding the key practical aspects of this issue. Based on the research results, the main and most important theoretical aspects of implementing cultural practices of social-cultural work, primarily in the area of musical art, have been established.

Keywords: social-cultural work, cultural values, subjects of cultural activity, social pedagogy, management of the social-cultural sphere.

Introduction

The current situation in the world is characterized by the reorientation of society towards humanitarian activities, as a result of which new professions are being created, and the training of specialists in the humanitarian field is being updated. The social-cultural sphere is one of these new spheres. It involves a purposeful, specially organized process of human participation in creating and developing cultural values of society and the active involvement of the individual in this process, creation and

dissemination of various types of art, including studying, performing and writing musical and dramatic artworks, etc.

According to many scholars, social-cultural activity is a system of forms, means and methods regulating the processes of social education of the personality (Ponomareva et al., 2022). At the same time, culture, as a result of human actions, is a set of traditions, value norms, meanings, ideas, musical compositions and symbolic systems characteristic of a social community (ethnic group, nation, society). Such a system of traditions and cultural values fulfills functions of social orientation, thereby ensuring social belonging, and strengthening human communities (Arora & Gaur, 2022). At the same time, the management of social-cultural activities is considered as an executive and administrative activity of the authorized bodies for organizing and implementing tasks in the field of education and science, human health care, development of culture and art, physical education and sports, family and youth development, as well as social protection of the population (Ponomareva et al., 2022).

The theoretical part of the present research substantiates the issue of relevance, components and strategic features of the process of managing social-cultural activities in Ukraine and abroad. The practical part of the research contains an assessment of the most defining areas establishing the conditions of social-cultural activity in Ukraine and European countries and problematic issues requiring subsequent elaboration in the process of training specialists in the management of social-cultural activity. It also comprises the principal tendencies of an organizational and cultural nature in managing social-cultural processes and the most promising directions of scientific and educational work in the field of social-cultural activities in Ukraine and European countries.

Based on the research results, conclusions were made regarding the issues raised. In particular, it has been established that, as evidenced by scientists and heads of companies working in the social-cultural sphere, the most crucial factors establishing the conditions for social-cultural activities in Ukraine nowadays are social and political aspects, as well as military operations. Along with this, the spheres that have the most decisive influence on managing social-cultural work on the territory of European countries are globalization and the information revolution. The survey showed that currently, in the process of training specialists on managing social-cultural activities in Ukraine, issues related to training specialists on cultural studies, cultural history, should be worked out, as well as issues of the formation of skills for integration and globalization changes in the cultural management system and the implementation of professional activities in the social-cultural sphere. At the same time, while training specialists on the management of social-cultural activities, the European states should pay particular attention to developing their skills on applying theoretical and empirical methods of scientific research, skills in the organization of management. According to the survey results, the most striking modern tendencies in the field of managing social-cultural activities in Ukraine are the formation of an atmosphere of interaction, mutual understanding and international harmony between all ethnic components of society and its multicultural development, demonstration of the spiritual and cultural unity of people. Studying the key aspects determining the vector of development of social-cultural processes in European countries, that is, the preservation of the historical, spiritual and cultural heritage of ethnic groups, the development of humanitarian cooperation with persons of other nationalities, including emigrants from Ukraine, as well as preventing manifestations of extremism, chauvinism, national and religious intolerance is of particular importance. The most significant directions of scientific and educational activities in the field of managing social-cultural activities in Ukraine and abroad are studying scientifically based and practically significant technologies and mechanisms of managing social-cultural institutions and familiarization with innovative methods and technologies, organizational forms of social-cultural events at the local, regional, state and international level.

The purpose of the research is to determine the standpoints of scientists conducting research in the field of managing social-cultural processes and heads of cultural and educational institutions working in Ukraine and other countries of the world regarding the features of managing social-cultural activities in Ukraine and abroad.

Literature review

As it follows from the above definitions, society, as a phenomenon and an object of analysis, can be represented through basic social subjects (social groups, organizations, institutions), which are universal, typical and stable social formations for implementing social interaction processes (Ponomareva et al., 2022).

At the same time, it should be emphasized that the organization of social-cultural activities in society is an important factor in its functioning and development. This circumstance requires the solution of targeted scientific and practical problems in the field of culture and education. In the conditions of modernization of society, decentralization of management of social-cultural processes, it is necessary to remember the priority of humanistic approaches to upbringing, development and education of the personality (Maddux et al., 2021).

Modern changes in the economic, social, technological and informational spheres of society require a review of traditional approaches to managing social-cultural activities and training qualified personnel. After all, social progress depends on the qualifications and personal qualities of professional managers (Rothwell, Davids & Stone, 2018).

The social-cultural sphere is one of such new spheres of human activity for our country and relevant training in higher educational institutions in this direction. It entails an intentional, well-planned process of integrating a person into the cultural norms of society as well as their active involvement in this process. The organization of social-cultural activities in society is an important factor in their functioning and development. This circumstance requires the solution of purposeful scientific and practical tasks of social-cultural activities in the field of culture and education (Smith & McGannon, 2018).

Currently, multicultural education requires teachers to train future professionals in the context of completely new social-cultural contexts and factors. Having analyzed the experience of training leaders of social-cultural activities abroad, it should be noted that the educational system of most countries has a culture-creating model, the purpose of which is not only the consumption and transfer of knowledge but also the generation of a person's ability to reproduce knowledge in various forms of social-cultural practice (Vaughan et al., 2021).

The activities of the social-cultural sphere are aimed at forming a cultural environment and space, which, in turn, directly and indirectly affects a person. It educates and develops the person's perception of the surrounding world, cultural norms and values, promoting the establishment of personal relationships in the system of social relations. The model of the social-cultural space can be represented as a relationship of four components: culture aimed at establishing life values, education, expressing the needs and interests of the population, information, which is the basis for the formation of the communication component in relations between people and state policy (Richards & King, 2022).

Taking into account the current economic and political events in the world caused by Russia's military actions in Ukraine, the researchers argue that the most significant changes are taking place in modern Ukraine in the social-cultural sphere: in the formation and revision of norms, values, ideas. At the same time, such changes are reflected in developing vectors of the social-cultural, economic and political environment throughout the world. Ukrainian scientists considered strategies for enterprise development in a post-industrial society (Hurzhyi, N., Kravchenko, A., Kulinich, T., Saienko, V., Chopko, N. & Skomorovskyi, A., 2022).

Turning to study the international experience of managing the social-cultural sphere, it is worth noting that currently, the USA, Canada and other English-speaking countries are leaders in organizing social-cultural activities for all strata of the population in their territories. In these countries, a huge material and technical base for leisure activities has been created, which includes national parks and forests, natural and historical recreation areas, specialized recreational, sports and entertainment facilities,

objects of culture and creativity, clubs, professional, youth, family, regional and other clubs differentiated for a certain social environment (Markwick, 2018; Chen, King & Suntikul, 2019). Regional authorities and organizations for managing such processes play an important role in the Anglo-American model of leisure organization. Consequently, it is necessary to analyze the needs and opportunities for developing the cultural sphere in order to choose the appropriate system of financing, ideological support and operational management (Richards, 2018).

In addition, the decentralization of leisure activities in the USA and many European countries, the financial and administrative independence of the regions make it possible to consider the population's interests and wishes as much as possible and implement communal leisure programs. The most characteristic feature of the USA, Great Britain, Canada, Australia and New Zealand at the end of the XX century and to this day is the transfer of productive forces from the sphere of material production to the sphere of everyday life and culture: greatness in a civilized state is largely determined by capital investments in social and cultural space (Vaughan et al., 2022; Emile et al., 2022).

By the way, when studying the experience of foreign countries in managing social-cultural processes, it is worth noting that in highly developed countries special attention is paid to social and recreational pedagogy, which are considered as an effective means of influencing the family, cultural communities and various social groups. Focusing on the subjective-institutional component of social-cultural activity, attention is drawn to the fact that in Germany, this function is performed by recreational teachers, in France – by social animators. In other cases, it is a family psychologist, a family teacher, a legal teacher, a rehabilitation specialist, etc. All of them are united by a single task: an active cultural and educational influence on the sphere of leisure and family life (Nery et al., 2019; O'Sullivan et al., 2021).

At the same time, the budget for social-cultural activities in Australia and other English-speaking countries can be saved by up to 75–80% as a result of people working in the culture and leisure sector in their spare time. Volunteers whose main activities are scientific, educational, political, labor and rural work are formed into a social-cultural asset. They often undergo internships with professionals or attend seminars of cultural and artistic figures, and experienced managers, musicians (Zou et al., 2021; Ford et al., 2020).

Taking into account the social-cultural and informational changes that Western society has undergone over the past 20 years, the training of specialists in multicultural technologies is becoming more and more relevant.

The professional training process of specialists in managing social-cultural activities usually lasts up to three years, which are divided as follows: students acquire theoretical knowledge in the first two years, and they undergo a six-month internship in the third year (Richards, King & Yeung, 2020).

For instance, the British model of training specialists in the social-cultural sphere is a network of specialized courses, universities based on polytechnics and other educational institutions. At the final stage of training, students undergo internships in cultural institutions and prepare diploma theses for obtaining the title of bachelor or master of arts, master of culture (Richards, 2019).

Methodology

A practical study of modern tendencies in foreign and domestic experience of managing social-cultural activities was conducted by interviewing 231 scientists and 284 heads of cultural and educational institutions carrying out scientific and practical activities in Khmelnytskyi, Rivne, Chernihiv and Kyiv regions of Ukraine. The research was conducted using the Google Forms service.

Results

During the survey, the standpoints of scientists and heads of cultural institutions in the social-cultural sphere were studied regarding the factors that have the most significant influence on the social-cultural activity in modern-day Ukraine and other European states (Figure 1).

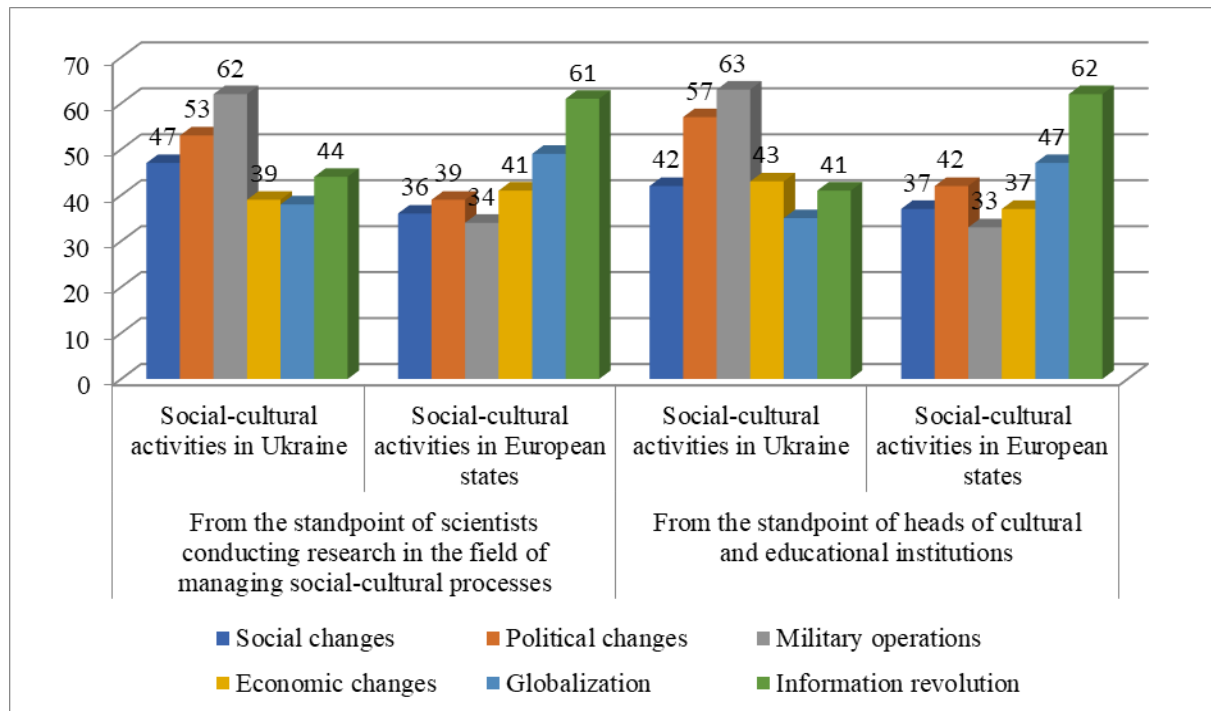


Figure 1. The spheres that have the most significant influence on the social-cultural activity in Ukraine and other European states, %

Source: compiled by the authors

Therefore, the survey showed that, in general, both scientists and heads conducting practical activities in the social-cultural sphere while assessing the cause-and-effect nature of tendencies in the social-cultural environment consider social-political aspects and military actions to be the primary factors influencing social-cultural activities in Ukraine. Along with this, spheres that have a decisive influence on managing social-cultural activities on the territory of European countries are globalization and global informatization.

During the survey, the respondents identified the following problem areas that need to be improved in the process of training specialists on managing social-cultural activities both in Ukraine and on the territory of European countries (Figure 2). They made their conclusions relying on their practical experience and the results of scientific work.

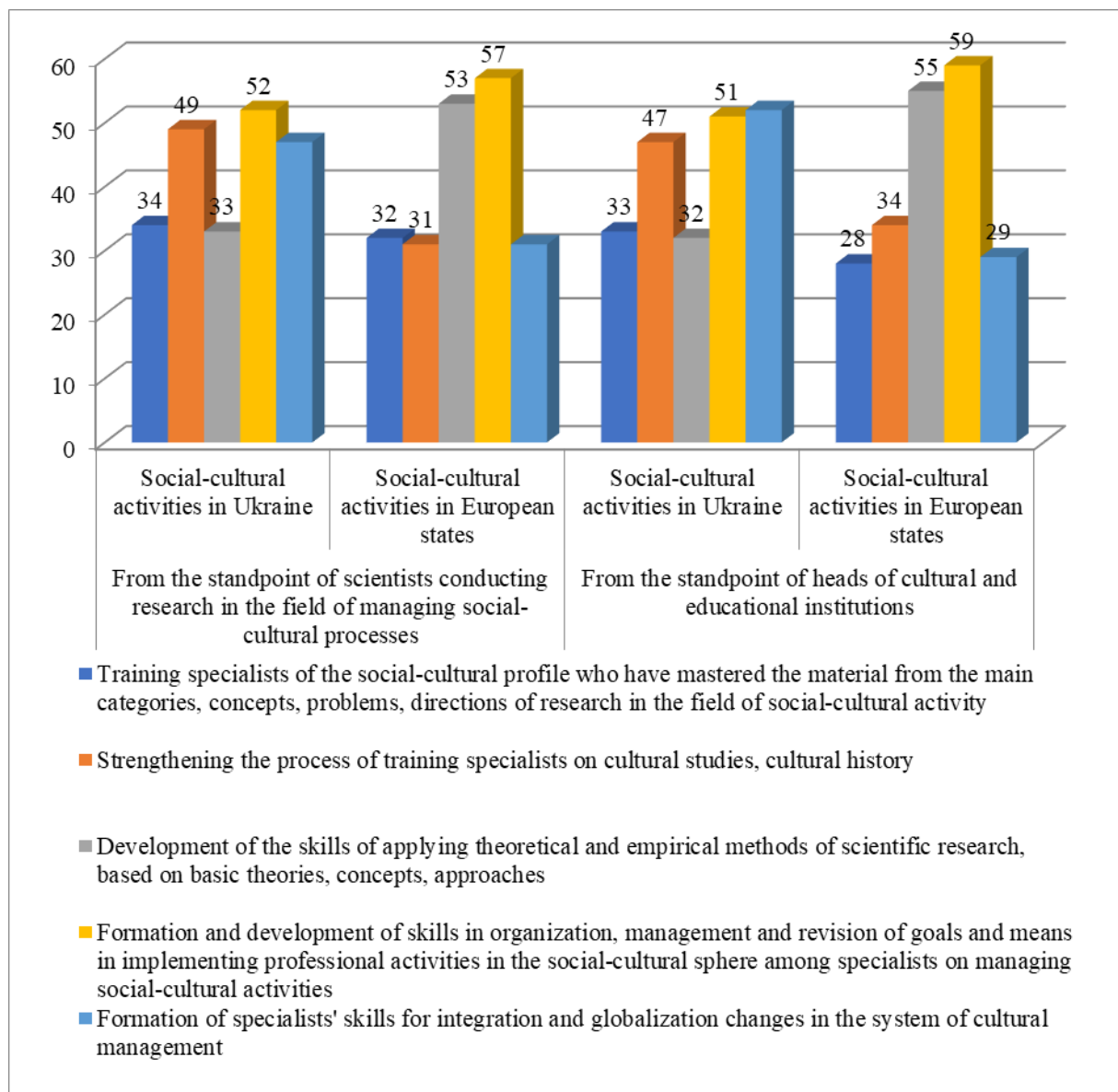


Figure 2. Problematic aspects that need to be improved in the process of training specialists on managing social-cultural activities both in Ukraine and on the territory of European countries, %

Source: compiled by the authors

The results of the survey showed that the most relevant issues for European states in the process of training specialists on managing social-cultural activities are the development of skills in applying theoretical and empirical methods of scientific research, based on basic theories, concepts, approaches, as well as on the organization, management and implementation of professional activities in the social-cultural sphere. Evaluating the issue of personnel training of managers in the social-cultural sphere, it is worth noting the primary necessity to strengthen their skills in implementing integration and globalization changes.

The survey participants also consider a number of the following features of an organizational and cultural nature to be the most striking modern tendencies in the field of managing social-cultural activities (Figure 3).

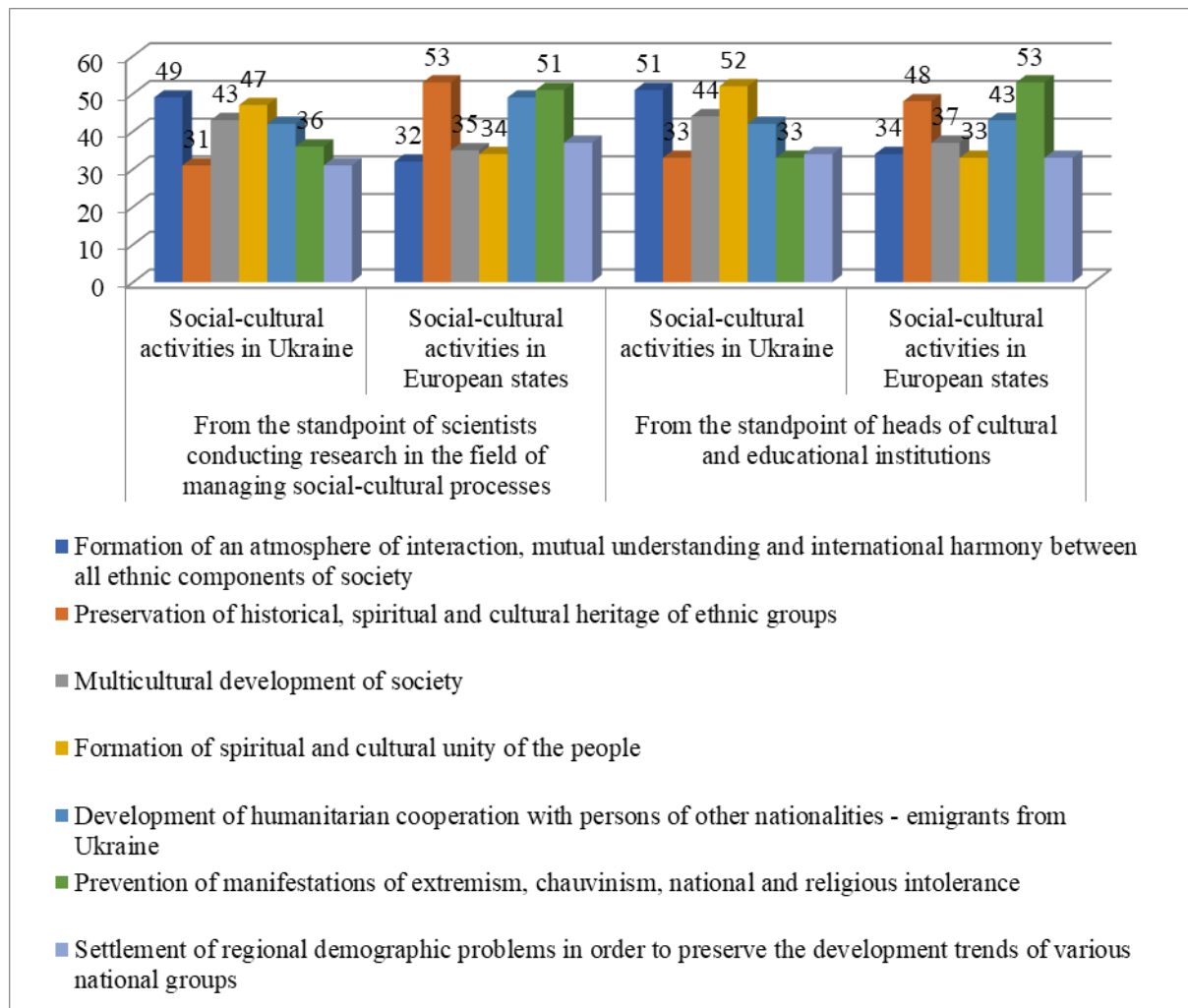


Figure 3. The primary tendencies of an organizational and cultural nature in the field of managing social-cultural activities in Ukraine and European countries, %

Source: compiled by the authors

According to the survey participants' standpoint, such tendencies in contemporary Ukraine include the formation of an atmosphere of interaction, mutual understanding and inter-ethnic harmony between all ethnic components of society, the spiritual and cultural unity of people and its multicultural development. As for European countries, these are the preservation of the historical, spiritual and cultural heritage of ethnic groups, the development of humanitarian cooperation with persons of other nationalities, including emigrants from Ukraine, and the prevention of manifestations of extremism, chauvinism, national and religious intolerance.

The survey made it possible to establish the respondents' standpoints regarding the most promising directions of scientific and educational work in the field of managing social-cultural activities in Ukraine and abroad (Figure 4).

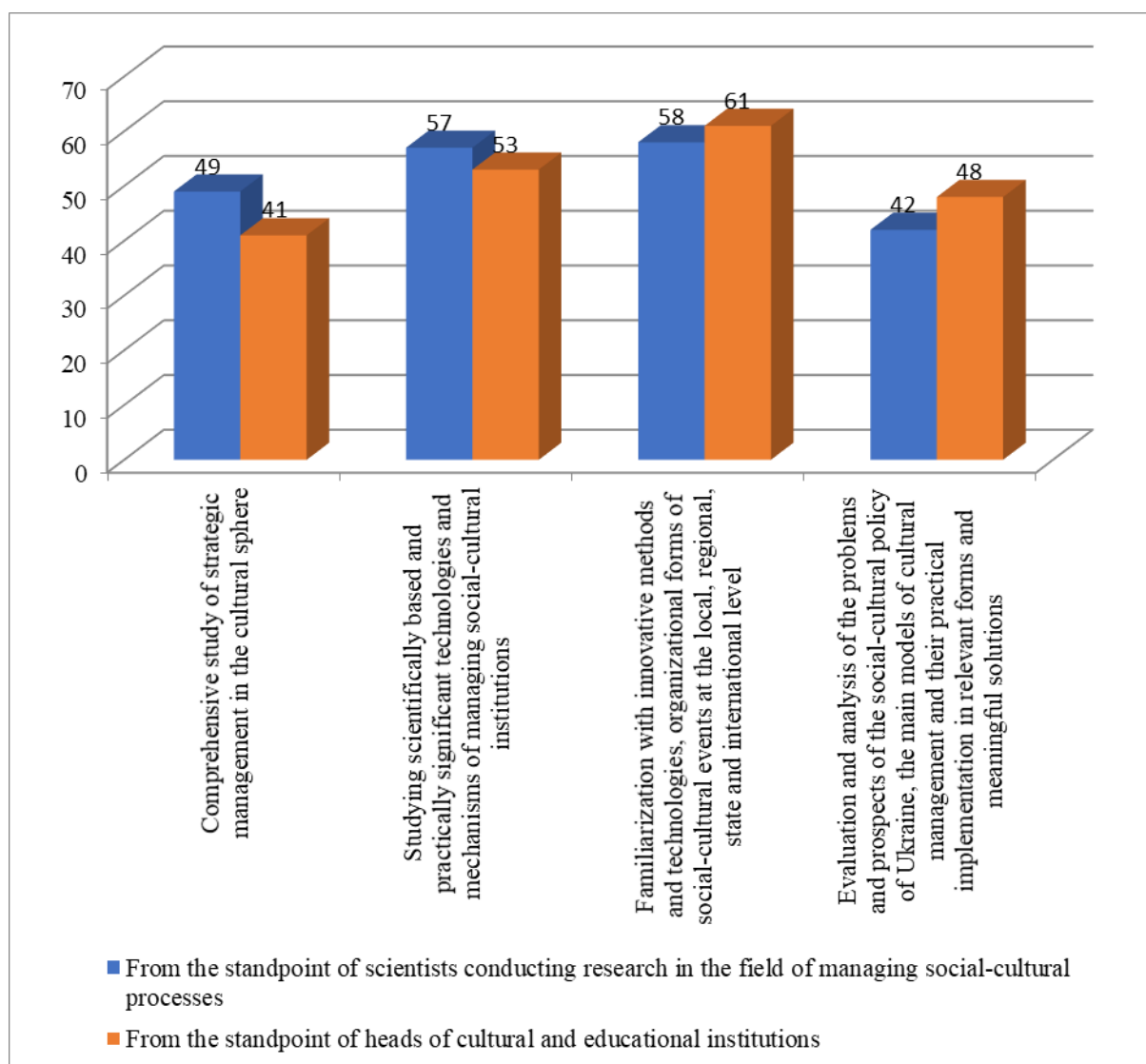


Figure 4. *The most promising directions of scientific and educational work in the field of managing social-cultural activities in Ukraine and abroad, %*

Source: compiled by the authors

It can be seen from Figure 4 that the directions of scientific research that will become the most widespread in the future are the study of scientifically based and practically significant technologies and mechanisms of managing social-cultural institutions and familiarization with innovative methods and technologies, organizational forms of social-cultural musical events at the local, regional, state and international levels. Such technologies should provide for internal self-organization, activity and self-development of socio-cultural activities. At the same time, they should rely on the interdisciplinary achievements of natural and social sciences, aiming to develop human capital, organizational, technological and innovative development of the region.

Discussion

The social-cultural sphere is an integral part of human existence, forasmuch as it plays a crucial role as a mechanism ensuring the creation, formation and development of human capital. Understanding the importance of the social-cultural environment in society's life, scientists currently consider its various components, supplementing, actualizing and updating the base of various studies of the social-cultural institutions' activities (Rothwell et al., 2020).

Studying the practice of managing social-cultural processes makes it possible to note that currently, given the activity of globalization as a key trend in the development of society, a person is formed as a personality and passes through the process of socialization in society thanks to the cultural sphere. Moreover, the sphere of culture occupies a special place in our society nowadays, because it determines the state of its moral health, economic and political freedoms, and reveals its spiritual potential. The social-cultural sphere affects the future by combining the traditions and experiences of the past. It passes on experience and “cultural codes” from generation to generation, preserving and multiplying intercultural opportunities for development (Rothwell et al., 2020).

It is worth emphasizing that the rational use of existing models of social-cultural management, development and implementation of new ones makes it possible to improve the cultural environment of cities and villages, neutralize the negative effects of social-economic changes, and stimulate people’s creative energy. Currently, forward-thinking, proactive local government leaders are exploring the cultural environment of local communities to identify existing problem areas and opportunities for innovation that can serve as a pillar for further cultural development of the local and national community.

The world experience of financing, support and development of the social-cultural sphere has demonstrated that, depending on the financing mechanism, there are different economic types of the social-cultural sphere. According to the “Romanesque” type (in Italy, Spain, France), culture is mainly funded by centralized public funds. For Germany and the Scandinavian countries, the “German” type is more typical, providing only partial support from the central government. Along with this, public funding comes mainly from local budgets and through independent structures and funds. The “Anglo-American” type of funding for cultural institutions means that the state acts only as a propagandist for particular directions, and funding is provided by attracting private capital.

One of the objectives of management in the social-cultural sphere is to develop an effective organizational structure of management. Traditionally, post-Soviet countries use a linear-functional management structure in the social-cultural sphere, which no longer meets the requirements of the times. Such management structure provides for the creation of specialized functional departments to assist line managers who do not possess management functions but prepare recommendations, proposals and projects for management.

Analyzing scientific studies devoted to the specifics of managerial activity in countries with a market economy, we can conclude that there is no general theory of cultural management. Only general principles of management function because they take into consideration particular values, characteristics of national psychology, mentality, etc., giving rise to American, Japanese, French, or German management systems with their own distinctive traits.

Taking into account the evaluation of the positive experience of training managers of the social-cultural sphere, it can be confidently stated that there are all prerequisites for improving the professional training program of a specialist in social-cultural activities in Ukraine nowadays. This is facilitated by the formation of objective opportunities and conditions for improving the professional training of specialists in society at the current stage of its development (Woods et al., 2020).

Conclusions

Therefore, the present academic paper discusses the key practical aspects of management in the social-cultural sphere in Ukraine and other countries of the world. Modern tendencies in the development of the cultural sphere dictate new challenges and requirements for managing social-cultural activities. Global dynamic processes have faced science and business with the problem of developing an adequate management system that takes into account the latest trends, concepts and paradigms of managing and training management personnel. The primary aspects of civilizational development influencing social-cultural activities in Ukraine are social-political events. At the same time, in the

vast majority of countries, globalization and active informatization are the areas that have a decisive impact on managing social-cultural activities.

The conducted research has shown that currently, the most pressing issues of training managers in the socio-cultural sphere in European countries are the improvement and acquisition of new skills in applying theoretical and empirical methods of scientific research of professional activity. The most problematic areas in Ukraine are the need to improve the quality of training specialists in cultural studies, cultural history, and the development of research skills and practical implementation of integration and globalization changes. It is primarily the development and scientific substantiation of practically significant technologies and mechanisms for managing social-cultural institutions and familiarization with innovative methods and technologies, organizational forms of social-cultural events at the local, regional, state and international levels.

The results of the survey conducted within the framework of the present research showed that nowadays the key social trends determining the need and directions of developing the process of managing social-cultural activities in Ukraine are the formation of an atmosphere of interaction, mutual understanding and interethnic harmony between society members, spiritual and cultural unity of the people. Along with this, the preservation of ethnic groups' historical, spiritual, and cultural heritages, active humanitarian cooperation, and the fight against extremism, chauvinism, and nationalistic and religious intolerance can all be seen as key factors in developing social-cultural management in the countries all over the world.

The analysis of the scientific literature on the research topic and the results of the questionnaire showed that currently, both in Ukraine and in other countries of the world, a manager of the social-cultural sphere must be able to carry out several types of professional activities in order to ensure successful professional development, in particular, as follows: production-practical, managerial, project, scientific and methodological, research, social and educational, professional and advisory ones. In general, studying the issues on the subject of the research revealed that a comprehensive study of such a complex and multifaceted phenomenon as the management of social-cultural activities showed the existence of numerous developments of scientific schools and areas, which in different countries have both common features and their own characteristics.

The specifics of the experience of managerial activities abroad should be creatively adapted to the domestic situation, relying on available and generalized data from the theory and practice of the activities of social-cultural institutions.

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