

**Socio-economic processes and the impact on them of
modern globalization trends in the conditions of the war
in Ukraine**

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KHAZAR UNIVERSITY PRESS

KHAZAR JOURNAL OF HUMANITIES AND SOCIAL SCIENCES

VOLUME 26, NUMBER 3, SPECIAL ISSUE, 2023

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Approved for Publication in July 2023.

ISSN 2223-2613

E-ISSN 2223-2621

Indexing

Khazar Journal of Humanities and Social Science (KJHSS) is indexed with the Web of Science (Clarivate Analytics PLC), COPE, The Higher Attestation Commission under the President of the Republic of Azerbaijan, Google Scholar, Directory of Open Access Journal, Scirus Elsevier etc. (See <https://ejournal.khazar.org>)

Khazar University
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KHAZAR UNIVERSITY PRESS

Khazar Journal of Humanities and Social Sciences

Volume 26, Number 3, Special Issue, 2023

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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).

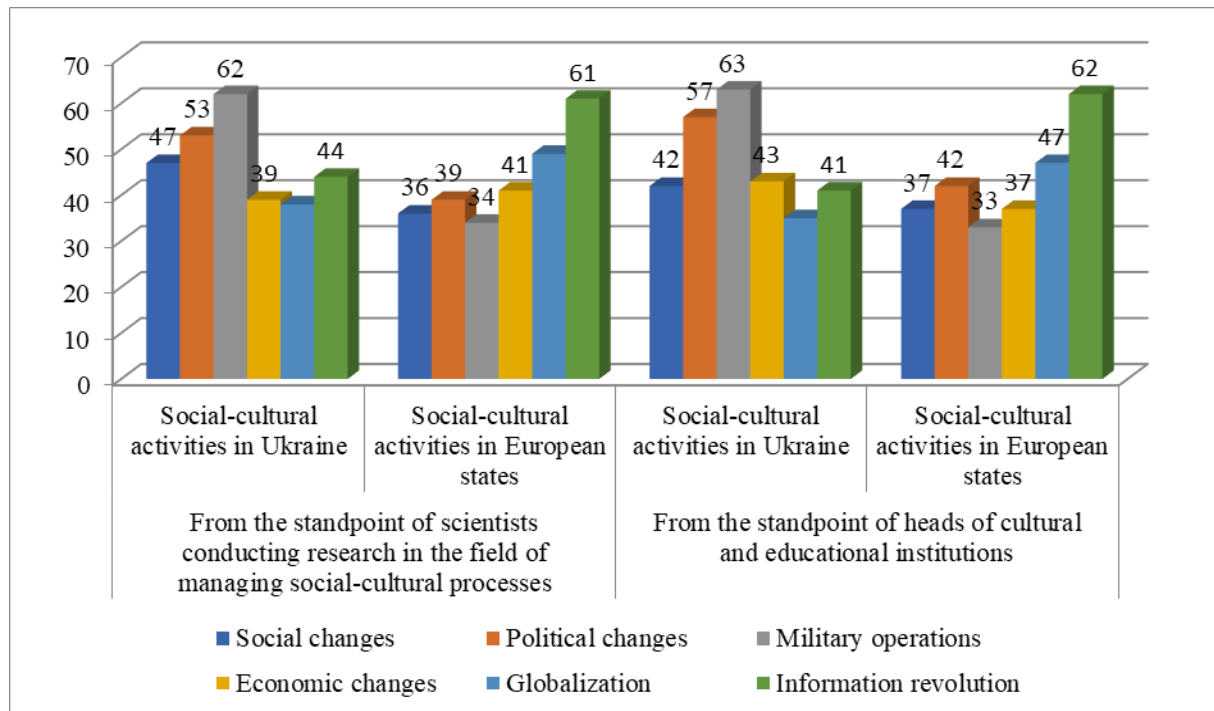


Figure 1. The spheres that have the most significant influence on the social-cultural activity in Ukraine and other European states, %

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.

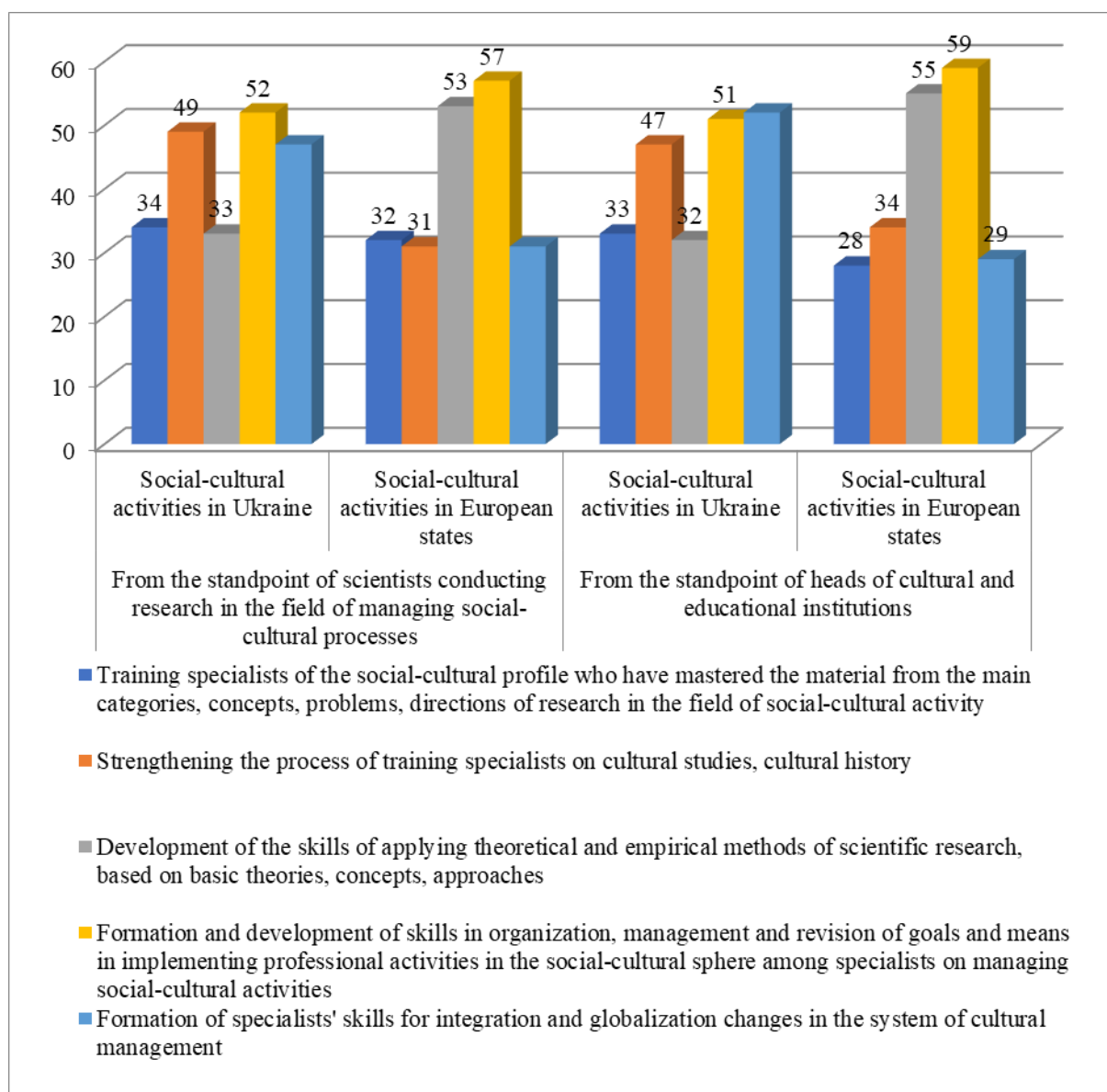


Figure 2. Problematic aspects that need to be improved in the process of training specialists on managing social-cultural activities both in Ukraine and on the territory of European countries, %

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).

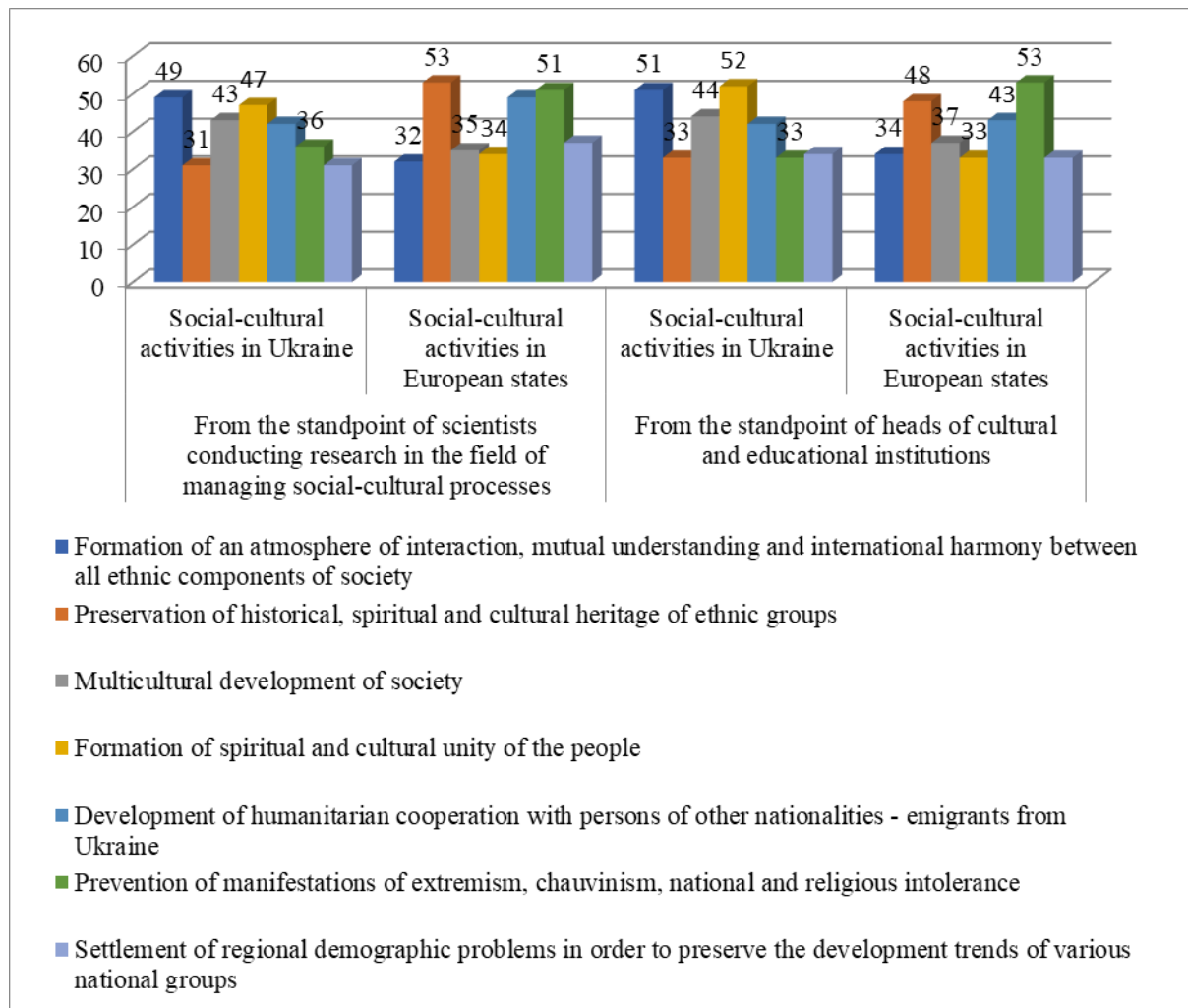


Figure 3. The primary tendencies of an organizational and cultural nature in the field of managing social-cultural activities in Ukraine and European countries, %

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).

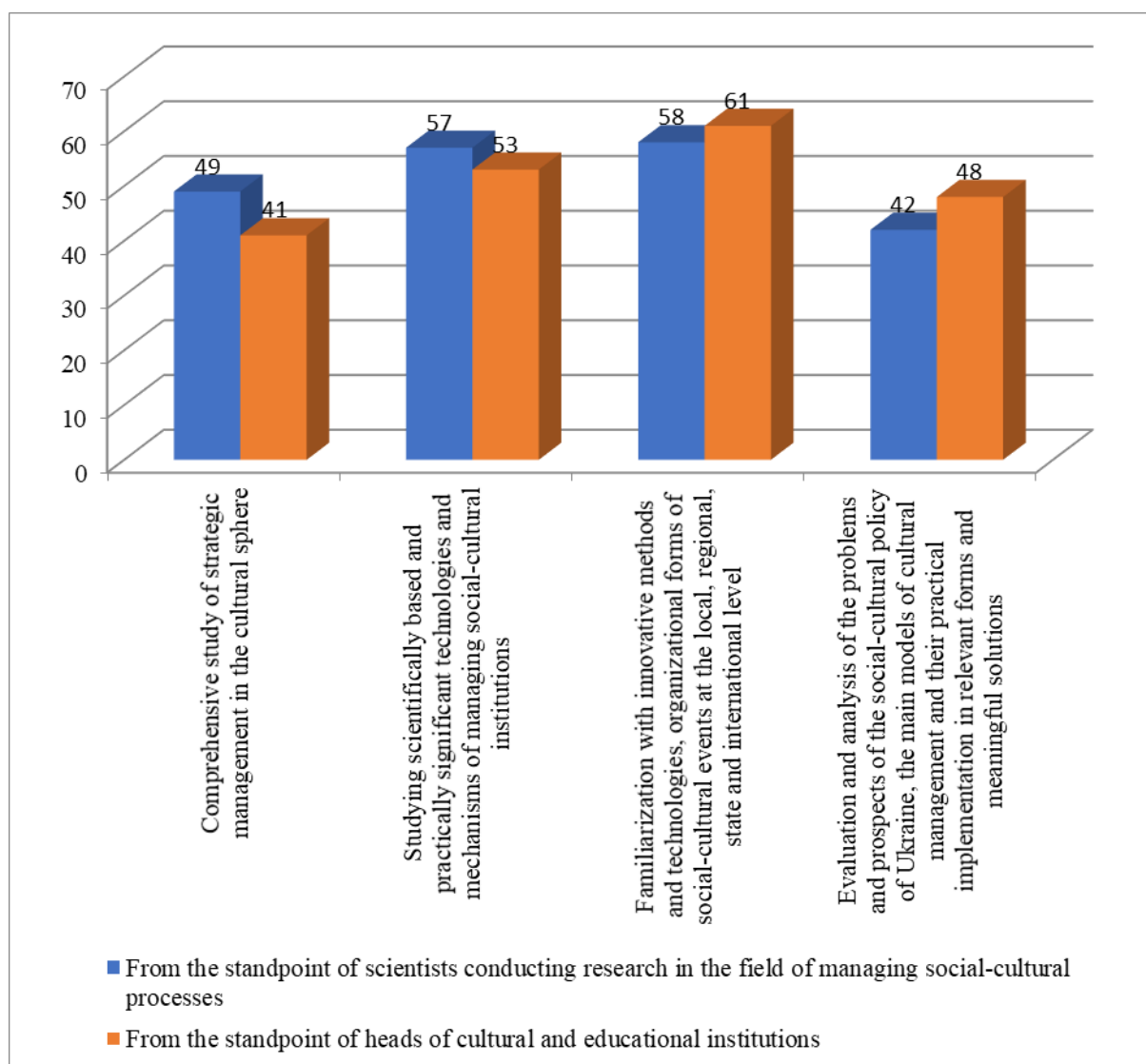


Figure 4. *The most promising directions of scientific and educational work in the field of managing social-cultural activities in Ukraine and abroad, %*

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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Functioning of Healthcare Facilities under the Martial Law

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Abstract

This topic focuses on the problems that arise in providing medical care to the population during armed conflict or martial law. Under such conditions, hospitals, clinics, and other healthcare facilities have to work in challenging circumstances with limited resources and reduced security for medical personnel. This topic explores such issues as how martial law affects the work of medical institutions, what problems arise in providing medical care to the population in war, how war affects the health of the people, and what consequences it may have in the long term. Research in this area will help to understand how to organize better and prepare medical facilities to work in war conditions and ensure high-quality medical care to the population in emergencies. The methods used to write this article were analysis, synthesis, generalization, explanation, and data qualification. The primary and fundamental sources for writing an article may vary depending on the topic, but generally, the following sources can be recommended. Academic studies: these can be scholarly articles, monographs, dissertations, conference papers, and other materials related to the topic of your article. These sources can help you find information about the latest research in the field and allow you to see the approaches and methodologies used in the studies. Official sources: These can be legal documents, reports, regulations, guidelines, and other materials issued by government agencies, ministries, and other departments. These sources can help you understand the rules and regulations governing your article's topic. Expert reviews: these can be interviews with experts in the field, articles, and other materials written by well-known specialists. These sources can help you understand the views and opinions of well-known experts on the issues related to your paper.

Keywords: Functioning, healthcare facilities, martial law, medical care, civil protection, emergency situations, crisis management, resources, mobilization, medications.

Introduction

During the war and armed conflicts, healthcare facilities become crucial for civil protection and providing medical care to the most vulnerable groups. Moreover, when the risks to people's health and life increase during martial law, it becomes necessary to mobilize and effectively operate healthcare facilities. In this article, we will discuss the main aspects of the healthcare institutions' functioning under martial law, as well as the issues of crisis management and resource mobilization to ensure reliable and effective medical care in emergency situations. We will also analyze the role of medicines

and their supply in the context of military conflicts, which may affect the effectiveness of medical care.

During armed conflicts, healthcare facilities face many difficult challenges, such as insufficient medical staff, limited resources, increased risk of infectious diseases, and increased demand for medical care.

This article will analyze how healthcare facilities can prepare for military conflicts, considering the specific needs and requirements in a crisis situation. We will look at various aspects of medical care, such as transportation and evacuation of the wounded, creation of mobile medical teams, and arrangement of medical equipment and medicines.

In addition, the article will also analyze the importance of crisis management and coordination between healthcare facilities and other organizations involved in civil protection.

Healthcare facilities must be prepared for any emergency and coordinate with other organizations and government agencies to ensure safety and reliable medical care under martial law. In this article, we will consider the key aspects that will help healthcare facilities to function effectively under martial law and provide reliable medical care to the population.

This article aims to analyze how healthcare facilities can get prepared and function effectively during a military conflict, considering the specific needs and requirements in crisis situations.

Literature Review

The authors of this article analyzed various sources that focus on the functioning of healthcare facilities during military conflicts.

According to World Health Organization statistics, crisis situations, including wars, can significantly increase the need for medical care while reducing access to it. Therefore, such conditions pose essential challenges to healthcare facilities and require careful planning and organization.

One of the earliest studies in this area is 'Medical Support of the Army Air Forces in World War II' by Alfred Herschel, which examines the experience of arranging medical care for soldiers during World War II. The authors found that to provide adequate medical care during hostilities, it was necessary to use new methods of transportation and evacuation of the wounded and create mobile medical teams to provide emergency care.

More recent studies have drawn attention to the importance of providing medical equipment and medications during military conflicts. "Medical Supply in War" by David Stevenson, for example, explores the challenges of securing the necessary medical equipment and medicines in wartime and emphasizes the need for planning and preliminary training in this area.

Other researches also show the importance of psychological support for medical personnel during a military conflict. "Psychological Responses to War and Medical Support: A Review" by Suzanne Kirby and Helen Smith discusses the importance of providing psychological support to medical personnel facing traumatic situations and stress.

Besides, the studies show that coordination and cooperation with other structures and organizations are essential components of the effective functioning of healthcare facilities during the war. "Health Care in War: A Handbook of Practical Considerations" by Lindsey McGwire and Matthew Hunter emphasizes the importance of cooperation with military and humanitarian organizations to ensure adequate medical care.

Thus, the literature review shows that the effective functioning of healthcare facilities during the war requires preliminary preparation and planning, provision of necessary medical equipment and medicines, psychological support for medical staff, and cooperation with other structures.

Results

Several steps must be taken to prepare for the operation of healthcare facilities under martial law.

The first step is planning. A contingency plan should be developed in the event of a military conflict. This plan should include procedures and instructions governing preparing healthcare facilities for martial law, the actions of medical personnel serving these facilities, and procedures for cooperation with other structures (Striukov, V., Grynko, T., Krupskyi, O. & Vazov, R., 2022).

The second step is to provide the necessary medical equipment and medicines. Martial law conditions can be challenging, so providing healthcare facilities with the required medical equipment and medicines is necessary. It is also worth considering the need for reserve stocks to avoid a shortage of materials and equipment in case of emergencies.

The third step is to train medical staff. Medical personnel must be prepared to work in a military conflict and know the procedures for acting in such conditions. In addition, it is important to provide psychological support to medical personnel who may face traumatic situations and stress.

Studies have shown that preparation for the functioning of healthcare facilities under martial law is vital for ensuring effective medical care during military conflict. If adequately prepared, healthcare facilities can perform their functions even under the most challenging conditions (Concept of development of medical education in Ukraine until 2025, 2016).

However, it is important to note that preparations for functioning healthcare facilities under martial law cannot be limited to medical personnel and logistics only. This complex process involves medical institutions and other agencies and structures, such as military units, law enforcement agencies, NGOs, and others.

In addition, it is important to note that each country has its own specific conditions and peculiarities that may affect the preparation and operation of healthcare facilities under martial law. Therefore, preparation for work in such situations should be prepared to consider the country's specific features and needs.

Thus, preparing for the functioning of healthcare facilities under martial law is necessary to ensure adequate medical care during a military conflict. Comprehensive planning, procurement of the required equipment and medicines, training of medical personnel, and cooperation with other structures are necessary to succeed in this area (European strategy for the development of medical education for the period up to 2020, 2015).

In the article "Current state and strategic directions of development of state management of nursing education in Ukraine" by Striukov, Grynko, Krupskyi, and Vazov (2022), the authors investigate the current state and problems of state management of nursing education in Ukraine, as well as consider strategic directions for the development of this area.

The authors used a wide range of sources, including official documents on education and healthcare, research findings in the field of medical education, and statistical data. In particular, they analyzed the Ukrainian legislation on nursing education, identified shortcomings in this area, and suggested ways to overcome them.

The study results indicate that nursing education in Ukraine requires more effective public administration, quality training, and the development of innovative teaching methods. The authors

have proposed several specific measures that can help achieve these goals, including the professional development of teachers, creation of a network of specialized educational institutions, and the development of international cooperation in this area.

Thus, the article is essential for understanding the problems and prospects of nursing education in Ukraine and may be helpful for medical education and healthcare management professionals (Striukov, V., Grynko, T., Krupskyi, O. & Vazov, R., 2022).

The article analyzes the activities of public administration bodies involved in medical education, mainly their functions and powers to regulate the educational process and set requirements for teachers and students. In addition, the problems faced by medical education institutions, such as insufficient funding and shortage of teaching staff, were also investigated.

As a result of the analysis, several recommendations were made for further development of the public administration system of medical education in Ukraine. In particular, it is proposed to increase the funding for medical education institutions, including increasing teachers' salaries and improving their working conditions, as well as attracting more specialists to the teaching staff. In addition, approaches to the educational process should be changed, particularly by introducing innovative methods and increasing the practical component of training.

Thus, the article investigates the current state of public administration of medical education in Ukraine and offers some recommendations for improving this system. The research findings may be helpful for relevant government agencies, medical education institutions, and specialists in medical education (Golubnicha, O. & Karpenko, O., 2019).

According to the research results, there is a great need to strengthen the state administration of nursing education in Ukraine. The article proposes several strategic directions for developing nursing education management in Ukraine to achieve this goal.

One of these directions is strengthening the Ministry of Health's role in nursing education management. The article emphasizes that the Ministry of Health should be responsible for developing policies related to nurse education and should be provided with the necessary financial resources to support nurse education programs and courses.

Another direction is to improve the quality of nursing education. The article points out that to achieve this goal, it is necessary to create a system of continuous professional development for nurses that would help keep their knowledge and skills up to date.

The third area is the development of an accreditation system for medical schools. The article emphasizes that it is necessary to establish clear standards for curricula and courses related to nursing education and to conduct regular assessments of education quality to ensure the high quality of nursing education (Kovalenko, V. M., 2019).

However, despite the successes and achievements, the Ukrainian medical education system continues to need to be sufficiently effective and optimal. Unfortunately, specific problems in the organization and management of the medical education system in Ukraine do not allow it to achieve its full potential in this area.

The article "Current state and strategic directions of development of state management of nursing education in Ukraine" by Striukov, V., Grynko, T., Krupskyi, O., & Vazov, R. (2022) is devoted to the study of the current state and strategic directions of development of medical education management in Ukraine, in particular within medical care. The study is based on analyzing the medical education systems' state in Ukraine and its regulation, as well as on the experience of the European Union member states.

In particular, the article examines the main problems that arise in the medical education system in Ukraine and offers suggestions for their solution. The authors emphasize the need to develop public administration of medical education, improve medical institutions' registration and licensing system and simplify the procedure for recognizing foreign diplomas (Ministry of Health of Ukraine, 2020).

Additionally, in this paper, the authors discuss issues related to changing approaches to educational process organization, namely, the introduction of active and interactive forms of education, practical training, and professional development of medical university teachers.

Discussion

Discussion of the nursing education management topic is critical within the current healthcare development context. The development of technologies and changing requirements for the quality of medical care require the management of healthcare facilities to adapt to new conditions and technologies constantly.

The article by Striukov, V. et al. (2022) examines the state and strategic directions of developing nursing education management in Ukraine. The authors note that Ukraine has undergone significant changes in the health care system and education in recent years. In particular, healthcare reforms and reforms in the higher education system have been implemented. These changes are reflected in the approaches to nursing education.

The article's authors analyzed the current state of nursing education management in Ukraine, identified problems, and proposed strategic directions for their solution. One of the critical problems identified in the article is the need for more financial resources to improve the teaching staff's material and technical base and professional development. The authors also draw attention to the need to improve the system of assessing the quality of nurses' education and the interaction between educational institutions and medical practitioners.

In addition, it is worth paying attention to the problems of financing medical education in Ukraine. According to the Ministry of Health of Ukraine, in 2021, only 4,4% of the total healthcare budget was allocated, of which only a portion was for medical education. Such insufficient financial support for medical education can decrease the quality of medical training and increase risks to public health.

Thus, due to the growing need for medical personnel and the need to improve the quality of medical education, it is necessary to pay attention to the problems of the organization and management of this sector in Ukraine. Therefore, it is required to increase financial support for medical education, ensure high-quality medical training and create effective mechanisms for managing this sector. It is the only way to ensure adequate public health protection and respond to the current challenges (World Health Organization, 2013).

The government policy on medical education and health, in general, has a direct impact on ensuring the nation's health and saving lives. Therefore, the directions of medical education development in Ukraine are determined per the requirements and needs of the national health strategy, medical institutions, and society as a whole.

The article under review emphasizes the need to reform medical education in Ukraine to ensure quality and standards that meet modern requirements. The authors believe that it can be achieved through developing and implementing strategies for developing medical education, including improving the curriculum and providing the necessary resources and financial means for implementing these programs.

In addition, the authors draw attention to the importance of developing a postgraduate education system for medical professionals and ensuring their continuous professional development. They also

pointed out the need to create an infrastructure that would allow medical schools to meet the requirements of modern standards and become internationally competitive.

In conclusion, reforming medical education in Ukraine is an essential task for the national healthcare system. However, ensuring quality and compliance with modern requirements requires a comprehensive approach that includes not only developing and implementing development strategies.

Conclusions

The nation's health is, therefore, one of the key components of national security and development. In this regard, an effective healthcare system should be based on evidence-based approaches and provide the population with appropriate medical care.

The study conducted by Striukov et al. (2022) showed that the management of healthcare education requires a systematic approach and a scientifically sound basis. It is important to consider the labor market requirements and the population's needs for relevant specialists.

In addition, it is necessary to improve the process of training future healthcare professionals by introducing modern teaching technologies and focusing on international standards.

Therefore, further development of medical education in Ukraine requires the efforts of the state, medical institutions, the public, and scientists to provide the population with quality and affordable medical care.

In this regard, it is essential to ensure adequate training of future healthcare professionals to implement modern technologies and ensure high-quality healthcare services to the population.

Thus, the state of management of medical education institutions in Ukraine remains an issue that requires the attention of state authorities and scientific and pedagogical staff. The conclusions drawn in this article can be used to improve the management of medical education institutions in Ukraine and ensure high-quality medical education for future healthcare professionals.

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Social Networks as a Tool of Marketing Communications

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Abstract

The relevance of the research topic lies in the necessity to use social networks as innovative tools of marketing communications. A wide audience and the ability to segment the market for a specific consumer determine the construction of a corporate strategy, which will be based on using the social networking approach. The spread of the global coronavirus pandemic has led to the rapid development of remote communication channels between the company and the customer. The issue of using marketing tools in social networks acquires the most urgent importance in the modern world of the introduction and implementation of the company's marketing strategies. The purpose of the academic paper is to study the use of social networks as features of implementing the marketing campaign. Social networks are the result of the development of digital technologies and the processes of creating an information society involved in the digital space. The objectives of the research are to analyse the opportunity of using social networks as a tool for marketing communications and their implementation at the level of its widespread use by enterprises and establishments. It is significant to create an advertising campaign by defining the target audience and outlining the key aspects, on which the company is focused. The research methodology consists in determining the theoretical and methodological approaches to the essence of introducing social networks and their practical importance in the implementation of marketing activities of companies. The obtained results can significantly improve the quality of functioning of modern enterprises and organizations that plan to master a new market segment or gain competitive advantages in the existing one. The academic paper examines the essence of social networks as a tool of marketing communications. The key principles of the development of digital social platforms were revealed. The quality of implementing the advertising campaign in the social network was studied, and further prospects for the development of using social networks as a component of the marketing strategy were outlined. Therefore, the academic paper analyses the problems of using social networks as a marketing tool.

Keywords: marketing strategy, advertising, advertising campaign, digital technologies, social platform, information society, social networks, marketing tools.

Introduction

In today's conditions, the issue of developing and forming a high-quality marketing strategy is becoming relevant, which led to the emergence of new digital technologies in the society. The rapid digitization of the global environment directly affects human social and economic activity. Social networks are a platform where people of various professions and interests are intersected. When being involved in a social network, they are united in special groups and communities, use their own approaches to the vision of the qualitative development of their own digital consciousness. A digital portrait of a person is quite often a business card in his real life. Marketing activities are aimed at

promoting products, advertising services and the art to interest the client in purchasing a given service. Marketing tools are aimed at wide social audiences, which make it possible to conduct relevant marketing studies and form a client base with the help of a marketing campaign. Currently, there are many options for using marketing companies in social networks, forasmuch as they contain all the necessary attributes, namely: the ability to determine the target audience, transparent conditions of cooperation from the owners of the social network, the availability of a wide range of data analysis tools. Taking into account the development of digital technologies and proving their real practical value, more and more companies are trying to use social networks as a key tool of digital communication between people. In addition, using social networks as a form of communication can improve the effectiveness of communication activities. The main advantage in global space is that communications are carried out remotely and do not require the actual presence of a person. Such aspects have caused the increased interest of corporate giants in investing in social networks as a technology of the future. This is precisely why social networks as a marketing communication tool will be the leading means for implementing the company's marketing plan and strategy. The issue of using social networks in the marketing aspect is a priority for companies wishing to increase the direct level of sales. The importance of using modern tools in combination with social media platforms can give a business a number of competitive advantages in the corporate sector. In addition, with the help of using complex marketing measures, social networks can become not only an additional means of implementing a marketing policy, but also the principal one in the development of small and medium-sized enterprises. Scientists are arguing about the further development of social networks as a key direction in the implementation of business marketing activities. Using social networks to advertise one's services and a brand is an important task for a modern enterprise that will be able to strengthen its marketing security in the early future. Along with this, the issues concerning the quality of implementing social networks and the diversification of the portfolio of existing social network platforms and methodical approaches to advertising in them remain open.

The purpose of the research is to analyse the use of social networks as tools of marketing communications in the modern digital space. An important area of the research is the analysis of the influence of social networks on the effectiveness of advertising campaigns of enterprises and organizations. The aspect of manifesting social networks as a means of marketing communications is the possibility of using methodical approaches to the quality policy formation for the exploitation of social network resources. The priority direction of the research is to outline the prospects for the further development of social networks and to determine the need to implement marketing activities of the enterprise based on using the social networks as a key tool of marketing communications. The comprehensive analysis of the theoretical and methodological definition of "social networks" reveals social networks as a tool for managing social and economic attitudes and forming an information culture. The academic paper outlines the main tools for using social networks in advertising campaigns and digital technologies used to support social network activities. The key factor in conducting an analytical study is the impact assessment of the global coronavirus pandemic as a catalyst for the development of social networks.

Literature review

As of today, there is a debate about the development of social networks as an effective platform for marketing communications. The problematics are revealed in many foreign works, and attention is paid to aspects of the quality of ensuring communication activities and the real influence of social networks on the effectiveness of conducting commercial activities. The author (Enyinda, 2021) emphasizes that the main drawback of social networks lies in the fact that they are a high-quality tool for promoting small and even medium-sized businesses; however, they do not ensure the significant development of large industrial or agricultural enterprises. The emphasis is put on the use of approaches towards small businesses that can find a consumer due to the affordability of prices for services and creativity of design. In big business, according to the viewpoint of the author (Piterova, 2022), the factors of price policy and the reputational component play a significant role. The presence of large corporate enterprises in social networks is determined precisely by the need to consolidate and position their brand, and not because of commercial interests. Any enterprise should operate a web

page in a social network in order to promote its image. Such a rule has become the presence of business etiquette in the modern digital world. The lack of a page in social networks negatively affects the evaluation of the company's activities on the market, which can cause significant reputational damage. Other authors (Wengler, 2021) emphasize that social networks are a tool of future marketing communications, which are only at the beginning of their birth. The authors explore the possibilities of creating social networks not only as an entertainment event, but as tools of state control and accounting. Identification of a person in social networks by the state may become the technology of the future. An interesting viewpoint of the author (Cham, 2022) on social networks is quite interesting; the scholar defines the features of social network functioning as the most necessary for the support and implementation of a business advertising campaign, forasmuch as the largest social networks contain a significant part of the economically active population. According to the standpoint (Becker, 2020), the problem of social networks is the lack of a clear division into social web pages for individuals – ordinary customers and legal ones – large companies and enterprises. The author believes that the modern management of social networks does not pay enough attention to the distinction between physical and legal entities, which can cause a number of problematic aspects in the implementation of advertising. For instance, advertising that is directed only to the target audience according to the adjusted indicators can be displayed for legal entities, which reduces the effectiveness of the advertising campaign in general. This is precisely why, the authors (Omar & Atteya, 2020) prove their opinion on the necessity to carefully use social networks as marketing communication tools and diversify their marketing portfolio as much as possible, including traditional means and other digital platforms like blogs, websites, forums, etc. The marketing discipline is perspective from the standpoint of using social networks as a form of marketing communication and implementing the policy of establishing direct relations with the client. A scholar (Rai, 2018) believes that the use of social networks is to a greater extent aimed at the B2C market, while advertising on online stores and holding traditional business meetings are the priority of the B2B marketing system. Under such positions, there is a very controversial viewpoint of the author (Nur, 2021); he believes that despite the features of the functioning of modern social networks as platforms for small businesses and the search for a target audience based on a narrow range of parameters, the future of marketing consists in mastering the tools for the exploitation of social networks and web-resources as the main source of regular customers. The necessity to form an effective system of marketing communications, in the opinion of the scholar (Krishna, 2018), is the key basis of any modern enterprise, forasmuch as the pandemic of spreading the coronavirus and the rapid decline in offline sales led to the search for new digital markets. The scientist (Yang, 2018) considers that high attention is paid to social networks as a global marketing tool (Yang, 2018); he believes that social networks make it possible to carry out effective marketing activities not only in the domestic market, but also in the foreign one. Such an approach is crucial for enterprises implementing their commercial activities oriented to the global market and wishing to expand their segment of marketing influence. Currently, there is no single point of view among scientists regarding the use of social networks as a key tool for the advertising campaign of enterprises; however, the majority of them outline the prospects for the development of social networks in order to ensure business activity at all its structural levels.

Methodology

In the course of the research, a number of scientific research methods have been used, which can reflect the most detailed features of using the social networks as the main factor in the development of the company's marketing policy. Particular attention is paid to the theoretical and methodological basis of the information society and social networks, as a result of this concept. A number of qualitative approaches have been proposed regarding the necessity to use social networks as a basis for forming a marketing strategy and positioning the product in the selected market segment. The method of analysis was applied in order to determine the key principles of the functioning of social networks, and the necessary digital infrastructure to ensure its functioning was also characterized. In addition, based on using the method of deduction and induction, the key advantages and disadvantages of using social networks for both small and large businesses were identified. The method of abstraction makes it possible to improve the marketing strategy formation of the enterprise in the modern market and to investigate the degree of influence on the internal and external environment of the enterprise in the

selected segment. With the help of the comparison method, the effectiveness of using social networks as a promising tool for marketing communications was investigated. The method of synthesis was applied in order to analyse the social-economic climate of the European space after the impact of the coronavirus pandemic. Marketing communications are an important component of customer-oriented policy and the possibility of establishing a “warm” customer base. The use of digital technologies in the context of communication policy with the client can increase the effectiveness of the marketing company and ensure the formation of reserves of the company’s client base.

Methodical approaches were studied in order to outline and develop strategies for using social networks to ensure the competitive advantages of enterprises in the corporate market of products and services as the main source of advertising campaigns on social platforms. The methodical approach was also formed in the academic paper regarding the opportunity of improving further developments in the problematics of social networks and their implementation in the company’s activities as a marketing communication tool. The method of explanation was applied in order to determine the principles of implementation of marketing communications in the modern global space. Approaches to the definition of social networks, as part of the company’s branding strategy, create conditions for evaluating the prospects for the marketing policy development, taking into account the mandatory implementation of the planning policy of the company’s activities in social networks. Therefore, with the help of the methods outlined, the research was conducted on the use of social networks and platforms as a tool for marketing communications.

The methodology employed in this study involved analyzing the data obtained from various marketing activities to determine the effectiveness of different channels in attracting customers. The primary focus was on the utilization of social networks as a marketing tool due to its significant impact on customer acquisition. To gather the necessary data, a comprehensive analysis of the marketing activities of Govitall and Mentupp Company was conducted. These companies were selected as case studies due to their successful implementation of marketing strategies using social networks. The conversion rates from advertising on social networks, specifically on platforms like Instagram, were examined in detail. To analyzing the conversion rates, the research also considered the advantages of viral marketing and "word of mouth" in the context of social networks. These factors were deemed crucial in attracting customers and simplifying communication policies with clients. To assess the effectiveness of social networks as a marketing communication channel, practical research was conducted. The research findings not only demonstrated the high level of marketing communication provided through social networks but also highlighted the potential for other companies and organizations to develop effective marketing communication mechanisms based on the examples of Govitall and Mentupp Company. The study revealed that the extensive experience of Mentupp Company in the mental health and psychological support market contributed to their higher conversion rates compared to Govitall. This indicates a deep understanding of the social network market and the effective implementation of communication strategies.

Results

Modern features of marketing development are the result of the rapid formation of digital technologies and the corresponding infrastructure. Social networks are a product of mass digitization of social and economic activities of people and their participation in transforming the traditional world order. The emergence of social networks has simplified communication processes and stimulated the corporate sector towards mastering this market. Features of the development of social networks are associated with the introduction of Facebook in 2004, as a high-quality functioning system that can ensure communication between people from different countries, national identities and professional orientation. Social networks are a global source of human resources, access to which is a key task of a product-oriented or service enterprise. The formation of quality activities on social communication platforms can increase the competitive position of the enterprise. In the scientific literature, it has been noted (Opute, 2021) that a social network is a product of digital technologies that unites people in a unified digital dimension. Such approach creates quality fundamentals for the development of social networks, as a priority task for implementing the company’s marketing strategies. The first social

networks functioned on the basis of closed communities. It could be a community of students or a certain circle – corporate, sports club, etc. Subsequently, with the development of digital technologies, they were able to provide the necessary digital infrastructure to ensure the functioning of social networks. The load on the servers of social networks is enormous, taking into account the number of registered users; consequently, the modernized equipment is required in order to support the capacity of the data centres. The marketing strategy of the enterprise differs in quality by the nature of its implementation and direction. It is possible to define the following main features of using the social networks for marketing communications, namely:

- Broad access to the audience of various directions;
- The ability to search for necessary communities and groups;
- Implementation of an advertising campaign in social networks;
- Using automated software to increase the duration and level of customer support in social networks.

Such aspects are key features of the social networks' advantages and the possibility of stimulating the construction of marketing strategies of the enterprise precisely on the basis of the implementation of marketing strategies aimed at being introduced on social platforms.

A prerequisite for the development of social networks were forums and special web resources where people could exchange opinions. Such approaches became the first in the design of social network prototypes. Today, the look and feel of social networks has changed significantly, but the tools of advertising have remained the same.

The main advantage regarding the implementation of marketing communication activities of the enterprise on the market of social networks is the set of established rules from the owner and the need to implement them regardless of the market's standpoints.

Such external regulation creates a necessity to search for effective tools for implementing advertising campaigns in social networks and revealing optimal strategies for the development of the communication component in social networks. Despite a number of positive features of the influence of social networks on the communicative development of people and business, social networks also contain significant disadvantages. Let's consider this problematics in more detail in Table 1.

Table 1.

Advantages and disadvantages of social networks as tools of marketing communications

Advantages	Disadvantages
Wide profile audience	Remote communication channels can cause distrust without the necessary documentation, the correctness of the page design
Constant contact with the client	The factor of design and creativity of the presentation is an advantage when contacting the client
The possibility of using media influence, the factor of creativity	DDos attacks, spam attacks and information vulnerability of a company or an organization
Use of automated systems	The need for special software for large-scale activities requiring significant financial costs.
Rapprochement of the company with the client, positioning itself in the market	It is a new market, and it has not been thoroughly studied yet regarding the specifics of advertising and product offers.

* Source: compiled by the author

The data in Table 1 indicate that social networks contain many opportunities for improving their communication policy and conducting advertising campaigns, but this requires a balanced strategy and experimental testing. Most advertising campaigns in social networks are fulfilled on the basis of

testing, which consists in the possibility of investigating the quality of feedback from the client. At the moment, none of the owners' companies reveal the secrets of the algorithm for promoting their own web pages or the possibility of selling products; consequently, the promotion in social networks, called SMM by experts, is imperfectly studied and needs significant improvements.

The main problem with the use of social networks is a great variety of available robots. The issue lies in the fact that with the help of an open API, it is possible to use the data and web infrastructure of social networks for spam attacks, which scarcely ever can be warned by security services. Automation can contain both a number of advantages for communications and disadvantages. A constantly working support robot can provide an advantage when the time zone of the company and the customer are different, but from the point of view of security, the use of robots is dangerous for companies and for social networks, in general.

The importance of security is a key issue regarding the development of social networks in the future.

The spread of the coronavirus pandemic in 2019-2021 and the peak of its aggravation in 2020 forced most European countries to transform their business activities of a traditional nature to a digital one. The companies that were able to remain on the market used mostly digital technologies. It was the means of implementing e-mail marketing, setting up contextual advertising and using targeted advertising that were able to ensure the functioning of small and medium-sized businesses.

The main problem was communication with the client and the ability to maintain communication in a convenient way. Most people do not use mail outside working hours or do not sort it due to a lot of spams, because using mail is already a partially out-dated way of communication. Such conditions create the need to search for new interactive practices of communication with the client.

Social networks have become the best platform for conducting communication activities with the client, forasmuch as they contain a number of advantages that can improve the overall functioning of the enterprise and ensure the stability of its development.

The key advantages of social networks are brief information about a person or the same company; as a rule, any photo on social networks should contain the following information:

- Name – the company logo, username, etc.
- Activity description – a description of what a person or organization does;
- Confirmation of activity – any information related to social-economic or professional activity.

Based on these signs, it is possible to form features of their use in social networks according to the division into basic segments. Let's consider an example of effective marketing communications in social networks. During the coronavirus pandemic, mental health support became an important direction; therefore it was suggested to choose companies that develop projects in the provision of psychological assistance and moral stabilization, namely Govitall and Mentupp. The materials for the research are reports of open source companies and information from their social networks. Govitall will be the main company for determining the effectiveness of marketing communications in social networks, and Mentupp will be the control one, used for comparing. The Govitall project is called "Mental Health", which implements a communication policy on various platforms; however, social networks, namely Instagram, as one of the most effective social network platforms for marketing activities, have become the main means of attracting customers and getting them interested in this project. Let's consider in more detail the features of attracting customers into the company's project in Figure 1. The indicators in Figure 1 bear evidence that Instagram and Facebook are the most effective platforms. This indicator is predictable given the fact that the above social platforms have the most qualitatively developed advertising management system and the possibility of automating communication with the client. In addition, when conducting advertising activities, there are two types of accounts, both personal and for enterprises with the appropriate functionality. Each network improves the specifics of using each of them and encourages the search for new relevant practices and

methods for the development of communication channels with the perspective of the developing the enterprises involved in social networks, and not only individuals. Such approach will be able to qualitatively improve the level of functioning of social networks and bring the policy of communication to a new strategic level. The implementation of the advertising budget control system, setting up the communication system, the ability to create advertising banners and the formation of the time of the advertising appearance – all the outlined provides crucial non-verbal advantages in communications with a client.

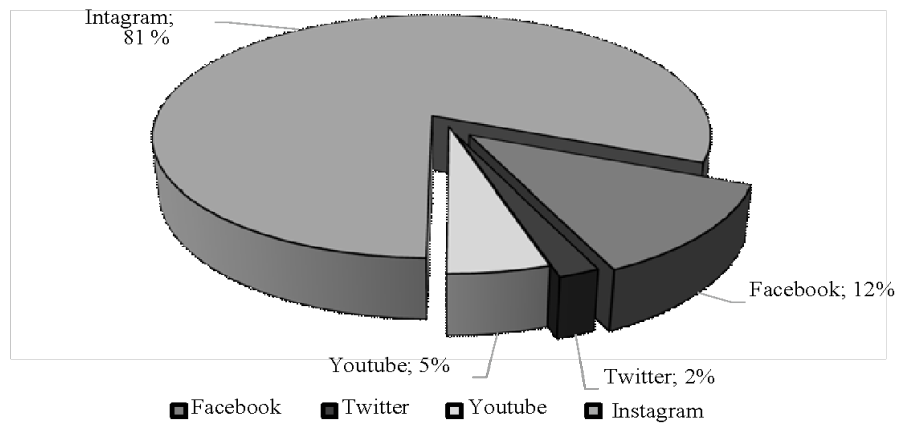


Figure 1. Number of clients from social networks of the Govitall Company, the Mental Health project, 2021

Source: compiled by the author

It is important to note that Facebook has a unique traffic system, which can influence the effectiveness of the company's advertising campaign implementation. As a rule, marketing activities are carried out from advertising accounts on Facebook, but each of them has its own limitations. In addition, in order to avoid monopolization in the market, there are a number of restrictions on the use of advertising. Therefore, some companies use tools for purchasing advertising accounts of ordinary users and create several streams of advertising campaigns from each of them. Such a profession is called a media buyer. Social networks create not only communicative meeting points between the client and the company, but can unite a certain community. Let's consider the features of an effective marketing communication policy in Govitall and Mentupp social networks, reflected in more detail in Table 2.

Table 2.

Comparison of the effectiveness of marketing policy in Govitall and Mentupp social networks

Communication tool	Expenses, thousands of dollars	Number of jumpings	Number of orders	Number of sales	Conversion (%)	Expenses for one purchase, USD	Average price per click, USD
Govitall							
Advertising on Instagram, Facebook	20 000	6240	541	28	25,57	714,29	1.45
Contextual advertising in Google	10 000	8700	241	6	11,11	1872,1	1.53
Article	5 000	180	12	2	23,57	2510	269.14
Banner	10 000	340	9	3	13,64	2124.62	252.13
Advertising block	5 000	460	12	7	12,52	714.29	120.6
Average value					36,28	1785.71	144.83
Mentupp							
Advertising on Instagram,	10 000	3005	313	200	87	55	2.10

Facebook							
Contextual advertising in Google	10 000	2300	303	250	81,4	45	5,1
E-mail marketing	10 000	347	9	100	74,54	101	24,51
Average value					26,18	63,3	15,5

Source: authors field survey

The data in Table 2 indicate that despite the diversified toolset of marketing activities, the largest number of customers was attracted from social networks. In addition, it is worth considering such a factor as viral marketing and “word of mouth”, which is a key advantage of using social networks.

As it can be observed, the biggest conversion for Govitall was precisely from using advertising in social networks and Instagram. Other sources were also useful; however, the possibility of implementing communication policies with the client is more simplified precisely on the basis of using social networks.

Mentupp Company is to a greater extent involved in mental health and psychological support projects, and it has been operating in this market for several years more than Govitall, which is reflected in the conversion rates. In addition, such high indicators testify to a perfect knowledge of the market of social networks and the features of implementing the communicative marketing policy.

The conducted practical research testifies to the features of providing marketing communications in social networks at a high level. The example of the companies under study can stimulate towards developing an effective mechanism of marketing communications for other companies and organizations in other segments of their corporate activities. Such an approach indicates that social networks can become a key direction for the development of marketing communications. In addition, social networks provide the formation of a reputational component, which is qualitatively reflected in the company’s policy implementation.

Thus, it can be concluded from the research conducted that social networks can serve as a qualitative factor in improving the company’s marketing communication and its development in a global environment.

Discussion

The research results characterize the features of using and implementing social networks as the most appropriate tool of marketing communications in conditions of social-economic instability. The issue of using social networks in marketing activities should become a priority area for analysis. Digital technologies are developing rapidly and provide an opportunity to create a comprehensive toolkit for conducting effective marketing policies on various social platforms, including social networks. The features of applying various strategies for setting up marketing communications in social networks can become a promising direction for subsequent studies. The issue of automating marketing communications, based on the use of chatbots, an automated help system with answers to the most common questions, is also quite interesting. The research results indicate the necessity to spread the idea and concept of using social networks as one of the main tools for introducing and implementing communication policy and strengthening the company’s brand in the selected market segment.

Foreign scientists note (Mishra, 2017) that the prospect of further studies will be the creation of automated systems of communication with the client. The implementation of automated systems with the possibility of a real mechanism for solving the client’s problems will create quality conditions for the further development of marketing as a discipline. It is digital technologies that stimulate the transformation of traditional marketing into a modern one. The coronavirus pandemic, as scientists note, has been able to reveal that traditional tools are ineffective; however, social networks have turned out to be the most expedient for use. Remote communication with the possibility of

implementing design systems, information processing and working with objections will be revolutionary discoveries when planning an advertising campaign and building a marketing strategy.

Other researchers (Dhore & Godbole, 2021) emphasize that social networks are a useful tool in the use of customer-oriented behaviour in the market, but they are hardly efficient in the implementation of large business. State tenders, investment projects are more effective in forming the marketing strategy of a large enterprise. Therefore, a promising direction of subsequent studies lies in outlining the advantages of using social networks, both for the B2C market and for the B2B market. Methodical approaches will be able to qualitatively improve the functioning and implementation of social networks in the context of the influence of the global environment.

Ukrainian scientists (Borisova & Protsyshyn, 2020) believe that social networks are a product of the development of digital technologies, and they can diversify the policy of marketing communications. Along with this, they consider that social networks are not the only important direction for the implementation of such a communication strategy. A complex combination of traditional and digital marketing activities can increase the real commercial result of the enterprise. In view of the standpoints outlined, it is worth conducting an analysis concerning the effectiveness of the rational distribution of the advertising campaign on both traditional and purely digital means of communication and carrying out a correlational analysis of the results.

Prospects for further studies relate to the improvement of technological support for the functioning of communications with the help of social networks, as well as the spread of the practice of using social networks as a tool of communication policy. The issue of methodical approaches to the possibilities of creating a communicative environment and its automation is of the highest priority in using social networks as a component of the marketing strategy of enterprises and organizations.

Conclusions

Therefore, a number of key conclusions can be drawn from the research. Firstly, social networks are an innovative technology caused by the global digitalization of the society and the strengthening of the influence of information technologies at all levels of human activity. In addition, in order to ensure the functioning of a high-quality marketing environment and the implementation of a communication policy, it is necessary to introduce automated systems and improve the internal policy of marketing communications. Social networks can provide access to a large audience, which calls for developing approaches to qualitative segmentation and identification of the target customer. Secondly, social networks are developing rapidly, which forms new fundamentals for the formation of marketing strategies and the mechanism of their implementation on the market. Moreover, in order to support marketing activities, it is worth using support infrastructure tools, special container systems, cloud technologies, etc. Thirdly, social networks, as evidenced by the experience of 2019-2021, have become the key advantage of the company during the global lockdown forasmuch as they have made it possible to maintain relations with its customers.

Social networks as a tool of marketing communications occupy leadership positions in matters of improvement and development. The scientific community should focus research efforts on identifying the possible development of social networks for both the B2B market and the B2C market. The creation of complex social networks exclusively for business will be able to improve the communication policy of enterprises, stimulate international cooperation, and enhance the recruitment policy and many other business processes that can be optimized with the help of social networks.

The main conclusions of the conducted research are that the use of social networks as a marketing communication policy can characteristically influence the stages of building a marketing strategy and increase the quality of the company's brand positioning. It is significant that social networks are a characteristic attribute of the quality of doing business; after all, for any enterprise, the presence of a web page in social networks is a business card for communication with the client.

Thus, the conducted research testifies to the effectiveness of using social networks as a tool of marketing communications in the global space. Consequently, subsequent studies should be directed to qualitative approaches towards building a digital infrastructure for business and investigating the model of creating social networks for business.

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The Development of Leadership Qualities in a Management Team: Some Key Principles of Team Leadership

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Abstract

This research focuses on the principles of team leadership in the context of modern business. The methodology employed includes analyzing literature, conducting empirical analysis, interviewing experienced leaders, and observing team processes. The findings highlight key principles of team leadership, such as establishing a shared purpose, distributing responsibility, promoting communication and collaboration, developing emotional intelligence and conflict management skills, and stimulating team development and learning. The results have practical implications for leaders, enabling them to understand and apply team leadership principles to achieve more effective results with their teams. Effective team leadership significantly impacts team success, with shared purpose and task resolution playing a crucial role. Distributing responsibility and delegating tasks contribute to personal growth and team interaction. Results provide leaders with valuable tools and knowledge to improve their team's effectiveness, increase competitiveness, and strengthen their leadership position in the modern business environment.

Keywords: development of leadership qualities, team leadership, management team, team leadership principles, common goals, responsibility, delegation of tasks, communication, cooperation, emotional intelligence, conflicts, development and training, efficiency, results, practical significance.

Introduction

In the modern business environment, developing leadership qualities in a management team is a key factor in organizational success. Team leadership extends beyond individual managerial skills and becomes the primary strategy for creating and developing an effective team. The relevance of this topic lies in the fact that, in the face of rapid technological advancements, globalization, and changes in organizational structures, a team's success depends on the leaders' ability to influence their team and collectively achieve goals effectively.

The scientific value of this research lies in identifying fundamental principles of team leadership that contribute to developing leadership qualities in a management team. Studying these principles will

enable leaders to enhance their leadership potential, improve communication and collaboration within the team, and facilitate the more effective utilization of resources to achieve set objectives.

An analytical methodology was employed to achieve the set goal and address the assigned tasks. It involved analyzing scientific literature, conducting empirical analyses, and interviewing experienced managers. In addition, the research included an analysis of the most relevant studies by authoritative scholars in this field. It allows an assessment of the current state of research on this subject and the identification of unresolved aspects.

As a result of the analysis, key principles of team leadership that ensure a management team's success were identified. These include establishing a shared vision and task resolution within the team, allocating responsibility and delegating tasks, effective communication and collaboration, developing emotional intelligence and conflict management skills, and stimulating team development and learning. These findings hold practical significance as they provide leaders with tools to enhance their team's effectiveness, improve the organization's competitiveness, and strengthen their leadership position.

The subsequent sections of this research will delve into the details of each principle of team leadership and its impact on the development of leadership qualities in a management team. First, the analysis hypotheses are presented for consideration: the first hypothesis asserts that establishing a shared vision and resolving team tasks positively influence team performance. In contrast, the second hypothesis posits that effective communication and collaboration among team members create a strong and successful team. Through the investigation and analysis of these hypotheses, factors that confirm or refute these assumptions will be identified. Thus, these factors aid the understanding of the importance of developing leadership qualities and team leadership principles in a management team.

This research aims to study and analyze the fundamental principles of team leadership for developing leadership qualities in a management team. Specifically, the study aims to identify effective communication, collaboration, and conflict management strategies that build a successful team and enhance leaders' performance. The task also involves identifying unresolved issues, contradictions, and gaps in previous research, which opens up possibilities for further development in this field and formulating recommendations for organizational management.

Literature Review

The research on developing leadership qualities in a management team and key team leadership principles has a significant scope of studied scientific literature (Pfaff et. al., 2009; Golzar and Miri, 2020; Tammeleht et. al., 2022). The conducted study allows identifying main trends and approaches that contribute to forming effective teams and developing leadership potential (Salcinovic et. al., 2022; Paolucci et., al., 2018).

The formation of teams and leadership development are widely explored in the global scientific literature. In particular, John Kotter, in his book «Leading Change» (1996) discusses the principles of forming successful teams. The author emphasizes the importance of shared purpose, trust, and mutual support in a team environment. In addition, Michael Michalko's work "Team Leadership: Strategies for Achieving High Performance" examines various approaches to team leadership and provides recommendations for optimal team management.

It is also worth mentioning the research of John Adair, who developed a leadership model in a team based on the interaction of three main components: tasks, individuals, and the team. In addition, Robert King and Rosetta Sharp, in their work "Leadership in a Team," study the role of a leader in creating a supportive team environment, emphasizing the importance of communication, collaboration, and conflict management skills.

A literature review confirms the significance of developing leadership qualities in a management team and utilizing team leadership principles for success. However, considering the diversity of approaches and conclusions in the analysis, it is essential to conduct detailed research and adapt team leadership principles to the management team's specific organizational culture and goals.

However, the literature review has identified some unresolved issues and contradictions in the results and conclusions of previous studies. For instance, some researchers emphasize the importance of a rigid hierarchical structure within the management team, while others prefer a more horizontal approach and power distribution. Moreover, there is a divergence of opinions regarding the role of a leader's individual skills and personal traits in forming an effective team.

Given these unresolved issues and contradictions, there is a need for further analysis in developing leadership qualities in a management team and the principles of team leadership. One potential direction of this study could be investigating the impact of various communication strategies on the effectiveness of team leadership. Analyzing different approaches and determining their influence on the performance of the management team will enable the development of recommendations for the optimal utilization of communication tools in a team environment.

Thus, further analysis in this area is vital for a deeper understanding of team leadership principles and their impact on developing leadership qualities in a management team. In addition, the research on the influence of communication strategies can improve the practical application of these principles and ensure effective teamwork in an organizational setting.

Methodology

A combination of methods was used of this study to achieve the research goal, including literature analysis, synthesis of concepts, and expert evaluations. The literature analysis was conducted to examine scientific sources related to the development of leadership qualities in a management team and the principles of team leadership. Furthermore, it allowed for a general understanding of the researched problem, identification of contradictions and unanswered questions, and determination of directions for further research. The synthesis of concepts involved the integration of various theoretical approaches and ideas from the literature sources to create a comprehensive theoretical framework of team leadership. This facilitated the identification of fundamental principles and characteristics associated with the development of leadership qualities in a management team. Expert evaluations were utilized to gather professional opinions and beliefs from experts with practical experience in leadership and team leadership. The research was enriched with practical insights and perspectives, contributing to the practical significance of the results. By applying these methods, a comprehensive approach to the research was ensured, and reliable information was obtained. Additionally, these methods were employed for the analysis, synthesis, and formulation of conclusions regarding the development of leadership qualities in a management team and the principles of team leadership.

Results

Our article demonstrates that developing leadership qualities in a management team is based on several key team leadership principles. The analysis of literature and synthesis of concepts revealed the following principles:

1. Definition of the team's mission and goals: Clear formulation of the team's mission and goals helps unite efforts and directs all actions towards achieving a common objective.
2. Effective communication: Establishing open and effective communication within the team facilitates the exchange of ideas, understanding of tasks, and resolving conflicts.
3. Allocation of roles and responsibilities: Clearly defined roles and responsibilities within the team contribute to work coordination, increased productivity, and achievement of results.

4. Collaboration and support: Supporting internal collaboration and collective support enhances team spirit and the achievement of common goals.
5. Conflict management: Effective conflict management within the team promotes harmony and ensures constructive development.

These principles serve as the basis for developing recommendations and strategies to enhance leadership qualities in a management team. The research findings provide practical information and guidance for organizational leadership and the development of leadership potential within teams (Cialdini, R. B., 2016).

In the modern business environment, the success of companies largely depends on a team of leaders who are capable of effectively managing and mobilizing their teams. Therefore, developing leadership qualities in a management team is crucial in achieving company goals and creating a supportive work environment. The following key principles of team leadership will help to achieve success:

- Clear goal-setting: An effective team leader should establish specific and achievable goals for their team. It helps focus the team's efforts on achieving a common objective and promotes interaction among all team members.
- Delegation of tasks and responsibilities: A team leader should distribute tasks and responsibilities effectively among team members, considering their skills and abilities. It promotes team development, productivity, and a positive work climate.
- Encouragement of collaboration and communication: A team leader should create an environment that fosters open communication and cooperation within the team. It is essential to facilitate regular information exchange, consider the opinions and ideas of team members, and encourage interaction among them.
- Team development: A team leader should create opportunities for the growth and development of each team member. It may include training, self-improvement opportunities, and encouraging creativity and initiative.
- Incentives and motivation: A team leader should be able to stimulate and motivate their team to achieve high results. It may involve recognizing achievements, providing growth opportunities, and offering financial and non-financial rewards.
- Leading by example: An effective team leader should serve as an example for their team. They should demonstrate high standards of professionalism, ethics, and responsibility. Their actions and behavior should align with the values and goals of the organization.
- Conflict management: A team leader should be able to resolve conflicts within the team effectively. It is important to understand the sources of conflicts, listen to all sides, and facilitate the search for compromise solutions.

These team leadership principles can help managers develop leadership qualities and create strong, effective teams. In addition, interacting with the team based on these principles contributes to success in organizational activities and personal growth as a leader (Cialdini, R. B., 2016).

Considering the constant development of society and changes in the business environment, innovative approaches to developing leadership qualities in a management team can be particularly beneficial. Here are a few innovative approaches that can be applied in this context:

- Flexible learning formats: Utilizing innovative learning formats such as online courses, webinars, mobile applications, and gamification can facilitate the development of leadership qualities. It allows managers to acquire knowledge and qualities at their convenience and pace, promoting self-directed learning.
- Technology integration: Harnessing technologies such as artificial intelligence, virtual reality, and data analytics can support the development of leadership qualities in a management team. For example, virtual reality can simulate real-life situations and allow leaders to practice their skills in a safe environment.

- Involvement in cross-functional projects: Cross-functional projects, where managers from different professional domains collaborate to solve a problem or accomplish a task, can be a practical, innovative approach. It enables leaders to develop communication and teamwork skills while working in diverse team environments.
- Continuous learning and self-improvement: Continuous learning and self-improvement play a significant role in the innovative approach to leadership development. Managers can actively engage in self-learning processes by utilizing various resources such as books, blogs, podcasts, specialized platforms, and other learning materials.
- Creating innovative environments: Creating innovative environments where leaders can experiment, take risks, and collaborate is an essential aspect of leadership development. For instance, establishing innovative labs or collaborative spaces can foster creative thinking and collective growth of leadership qualities.

Employing these innovative approaches can enhance the effective development of leadership qualities within a management team, improving their productivity and adaptability to changes.

The connection between developing leadership qualities in a management team and the psychological dimension is extremely important. Understanding psychological aspects helps leaders better understand themselves, communicate more effectively with others, and manage the team (Dweck, C. S., 2016). Here are several ways in which the psychological dimension can contribute to the development of leadership qualities:

- Self-awareness: The psychological aspect of self-awareness allows leaders to understand their strengths and weaknesses, values, beliefs, and leadership styles. It enables them to leverage their strengths for better team management and actively work on improving their weaknesses (Grant, A. M., 2013).
- Emotional intelligence: Emotional intelligence is the ability to understand and manage one's own emotions and the emotions of others. Leaders who develop their emotional intelligence can better perceive the needs and moods of team members, demonstrate empathy, and effectively interact with them.
- Motivation and satisfaction: The psychological dimension focuses on understanding people's motivations and needs. Leaders can use this knowledge to create a stimulating work environment, inspire the team, and contribute to their satisfaction in achieving common goals (Kahneman, D., 2011).
- Communication and influence: Understanding the psychology of communication and influence helps leaders communicate more effectively with their team, motivate them, and influence their decisions. Skills in active listening, building trust, and mastering influence help create a favorable climate within the team and achieve shared results.
- Team development: The psychological approach to team development emphasizes interaction and mutual support among team members. Leaders can use psychological principles to support team development, foster collaboration, and resolve conflicts (Pink, D. H., 2011).
- Understanding the psychological aspects of developing leadership qualities helps leaders better understand themselves and their team, interact with them more effectively, and achieve common goals.

Developing leadership qualities in a team of managers is based on several key team leadership principles. Firstly, an exceptional team leader should focus on building a strong team by fostering collaboration, trust, and mutual understanding among its members. A second important principle is taking responsibility for the team's outcomes, creating a motivating work atmosphere, and stimulating shared goal achievement. Additionally, a team leader should demonstrate empathy, understanding, and support toward each team member's individual needs and development (Seligman, M. E., 2011). Another critical principle is the ability to communicate effectively, including listening and providing clear and understandable instructions and guidance. Finally, the leader's ability to delegate tasks and

distribute responsibilities is also an important principle of team leadership that contributes to the development and effectiveness of the team (Pink, D. H., 2011).

Discussion

As part of this topic, it has been identified that different researchers have highlighted various aspects and factors influencing the development of leadership qualities in a management team. As a result, they have led to differences in outcomes and conclusions and the identification of specific errors in previous works.

Some researchers have emphasized technical and managerial aspects of leadership, focusing on decision-making abilities, strategic thinking, and administrative competence. For instance, Johnson (2017) highlighted the importance of organizational skills and the ability to plan and coordinate teamwork effectively.

On the other hand, other researchers have emphasized leadership's social and communicative aspects, focusing on negotiation skills, emotional intelligence, and the ability to build trust within a team. For example, Smith (2018) pointed out the significance of a leader's emotional intelligence in creating a positive work atmosphere and facilitating effective communication within a team.

These different approaches and emphases in previous research have resulted in inconsistencies in results and conclusions. For example, some researchers asserted that technical skills are paramount for successful leadership, while others underscored the crucial importance of social and communicative skills.

However, this study introduces a new approach by integrating both technical and social aspects of leadership. It demonstrates that the effectiveness of a management team is significantly enhanced when leaders develop technical and social skills. For example, implementing new leadership development programs that combine psychological aspects with technical skills has proven effective in improving leadership effectiveness and fostering the balanced development of leaders within a team environment.

Thus, this article not only reconciles previous diverse approaches to developing leadership qualities but also proposes a new integrated approach that contributes to achieving higher leadership effectiveness and success in team leadership.

Conclusions

This article showed that integrating technical and social aspects of leadership is a practical approach to developing managerial teams. Furthermore, developing management skills, communicative competence, and emotional intelligence positively impacts team performance.

The study confirms the significance of balancing technical and social aspects of leadership. Leaders with these skills demonstrate higher levels of leadership effectiveness and team collaboration.

Previous research has identified some errors and inconsistencies, highlighting the need to align different leadership development approaches. The integrated approach proposed in this study complements existing models and provides new insights into the field of leadership.

The results of our analysis confirm the success of implementing new leadership development programs that combine technical and social aspects. These programs can be valuable tools for organizations seeking to improve the leadership effectiveness of their executive teams.

However, it's important to note that our work has limitations. The analysis was conducted on a limited sample and within a specific context. Other factors, such as cultural peculiarities and individual characteristics of leaders, may also influence team leadership effectiveness.

The proposed findings and results of this work have practical significance. They provide recommendations for organizations aiming to develop effective leadership in a team environment. Our results encourage further exploration of this topic and the development of additional strategies for enhancing leadership qualities.

Future research can focus on studying the impact of different cultural contexts on leadership effectiveness and developing and implementing new leadership development programs that integrate various aspects. That will open up new opportunities for improving leadership effectiveness and team leadership.

Thus, this work has made a new contribution to understanding the development of leadership qualities and the effectiveness of team leadership by integrating technical and social aspects. As a result, the conclusions and recommendations of this study can be utilized by organizations to enhance leadership effectiveness and achieve success in a team environment.

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The Problems of Ensuring the Efficiency and Competitiveness of the Ukrainian Transport Industry to Meet the Modern Challenges and Threats

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Abstract

In Ukraine, the challenges and threats to the efficient functioning of the transportation industry are intensifying during the war and infrastructure destruction. The need for emergency repairs of the ruined infrastructure hinders the reform of the Ukrainian transportation industry. Furthermore, developing an integrated EU-oriented multimodal transportation system within the "Eastern Partnership" regional network becomes more complicated. This article aims to identify the problems of efficiency and competitiveness of the Ukrainian transportation industry in the context of integration into the Trans-European Transport Network (TEN-T) and the construction of a multimodal transportation system. The research employs a systemic analysis methodology to assess the structural indicators of Ukraine's transportation system development. The structure of Ukrainian freight transportation by mode is compared with that in EU countries to reflect differences in a modal split in the context of Ukraine's accession to TEN-T. The results demonstrate a range of problems related to the competitiveness of the Ukrainian transportation industry, which act as barriers to its integration with TEN-T. Institutional, political, and managerial-administrative problems are identified as the leading issues associated with inefficient data collection and processing, management and control functions, decision-making, communication, and interaction among governing bodies. A separate group of issues in Ukraine's transportation industry is linked to the material-technical condition of various types of transportation infrastructure, which affects service quality. Consequently, other problems arise, including the low level of development of intermodal and multimodal transport, transportation logistics, decreased efficiency in capacity utilization, insufficient level of competition in the market for transportation services, and non-compliance with European requirements for access to the transportation services market.

Keywords: intelligent control systems, transport sector, transport systems globalization, energy-efficient transport, multimodal transportation.

Introduction

The state of the transportation industry is a significant determinant of modern progressive changes in the socio-economic life of the country, its integration into the global transport system, and its capacity to carry out import-export operations. In the conditions of Ukraine's European integration, the destruction of infrastructure and the logistics system due to war exacerbate the existing problems of efficiency and competitiveness in the transportation industry.

The globalization of transportation systems, European integration, and the need to ensure competitiveness and create a resource-efficient multimodal transport system determine the strategic directions for developing Ukraine's transport sector. The National Economic Strategy of Ukraine until 2030 defines an essential vision for the development of transport and infrastructure: the construction of a logistic and production hub that meets the needs of the economy and allows for the realization of export and transit potential to increase real GDP, attract foreign investments, and export goods and services (Verkhovna Rada of Ukraine, 2023a).

This article aims to identify the problems of efficiency and competitiveness in the transportation industry of Ukraine in the context of integration into the Trans-European Transport Network and the construction of a multimodal transport system.

Literature review

In the context of Ukraine's European integration, the need to ensure competitiveness and create a resource-efficient multimodal transportation system warrants an analysis of key efficiency factors in the transportation industry, as explored in the scientific literature. Among favorable factors for the competitiveness of the transportation industry, the following should be highlighted:

1. Standardization of the functioning of different modes of transport, promoting the interaction, quality, and safety of intermodal transportation, ensuring higher productivity (Gharehgozli, de Vries & Decrauw, 2019), and addressing competitiveness and competition issues across sectors (Bucsky, 2021).
2. Updating supranational regulatory institutions within the EU to improve regulation of the transportation industry in the context of addressing digitalization challenges (Antonowicz & Majewski, 2022) and climate change, addressing the development of an intermodal regulatory framework (Finger, Montero-Pascual & Serafimova, 2019), and the need for decarbonization and energy efficiency (Tzeiranaki et al., 2023). The importance of institutional updates to dynamically regulate the industry in response to challenges and problems (Sys et al., 2020) and develop transport corridors to reduce the costs of import-export operations (Minárik & Čiderová, 2021) should be noted.
3. New concepts of supply chains in the transport sector that facilitate flexibility in utilizing different modes of transport through real-time information exchange technologies. Among these concepts, the "synchronous multimodality" paradigm should be highlighted, incorporating elements such as visibility, integration, multimodal transportation, and flexibility (Acero, Saenz & Luzzini, 2022).
4. The quality and quantity of transport infrastructure (Mańkowska, 2019), capacity deficits/surpluses, expenditure volumes, and prices across different sectors of the industry (Sys et al., 2020), which determine the competitiveness of transport connections and links and influence the development of cross-border cooperation through effective interaction, intermodality, and interconnectivity (Mańkowska, 2019). In the context of capacity control and expenditure, the importance of technological/operational innovations or modernization for different transport industry sectors' environmental and social sustainability should be emphasized (Sys et al., 2020).
5. Involvement of various stakeholders (public and private) in the development of the transportation industry, formulating sustainable and integrated transport solutions based on transnationality and multimodality (Beifert & Prause, 2019; Dunmore, Preti & Routaboul, 2019; Greaves, 2019; Minárik, 2021).

Methodology

The study employed a methodology of systemic analysis to assess the structural indicators of Ukraine's transportation system development, aiming to identify problems in ensuring efficiency and competitiveness in the industry. The structure of freight transportation by modes of transport in

Ukraine is compared with the freight transportation system in EU countries to reflect differences in the modal split in the context of Ukraine's integration into the TEN-T.

The following indicators were used to assess the competitiveness of Ukraine's transportation system:

1. Shipping connectivity index.
2. Logistics efficiency index in Ukraine to assess the efficiency of transportation and logistics systems.
3. Dynamics of production and sales volumes in Ukraine's transportation sector.
4. Share of the transportation industry in Ukraine's GDP.
5. Employment figures in the sector, including the dynamics and structure of employment based on enterprise scale (large, medium, small).
6. Dynamics of capital investments in the transportation sector and warehouse management in Ukraine, disaggregated by assets.
7. Labor productivity in the transportation sector and warehouse management in Ukraine.

The State Statistics Service of Ukraine and Eurostat databases were used to assess the dynamics and structure of the transportation industry and freight transportation.

Results and Discussion

The increasing competition on a global scale due to the dynamic development of transportation markets in developing countries intensifies the challenges faced by the transportation sector in European countries, including Ukraine, which needs to consider long-term global trends in this industry. Ukraine participates in the EU initiative within the White Paper and the Eastern Partnership framework, aiming to deepen cooperation between Eastern European and South Caucasus countries and the EU and update the contractual and legal basis of relations. EU countries aim to integrate the transport systems of Eastern and Western Europe and reduce greenhouse gas emissions from transport by 20% by 2030, mainly through using new technologies as a key tool for environmental sustainability.

In 2013, Regulation (EU) 1315/2013 of the European Parliament and of the Council of December 11, 2013, on Union guidelines for developing the Trans-European Transport Network was adopted. Furthermore, on October 9, 2013, a joint declaration, "Future Cooperation in the Field of Transport within the Eastern Partnership," was adopted in Luxembourg, approving the maps of the regional transport network of the Eastern Partnership (hereinafter referred to as EaP) that demonstrate the connectivity between EaP countries and EU member states. Furthermore, since January 2014, updated guidelines for the Trans-European Transport Network (TEN-T) have been approved, which specify that the "core" network will be developed based on the identified 9 multimodal corridors (Ministry of Infrastructure of Ukraine, 2023).

Among the main priorities of cooperation within the Eastern Partnership are:

1. The development of integrated transport corridors.
2. Addressing bottlenecks in the transport network to optimize the connection with the TEN-T network.
3. Preparation of infrastructure projects in the transportation sector.
4. The integration of Ukraine's transport routes into the regional TEN-T network.

The Ministry of Development of Communities, Territories and Infrastructure of Ukraine (Ministry of Infrastructure) is the central body of the executive power, whose activities are directed and coordinated by the Cabinet of Ministers of Ukraine. The strategic goal of the Ministry is the implementation of key reforms to ensure the availability and quality of transport services, development of transport infrastructure, improvement of the investment climate, improvement of safety, environmental friendliness and energy efficiency of transport. In fact, the Ministry of Infrastructure is responsible for the sustainable development of transport. In addition, the Ministry implements a state policy in the field of restoration of regions, territories and infrastructure affected by the armed aggression of the Russian Federation against Ukraine, as the main threat to the integration of the transport system into the EU.

In 2022, the European Union included Ukrainian logistic routes in the TEN-T, which became a strategic decision in Ukraine's integration with the Union. This inclusion will facilitate the implementation of the "Path of Solidarity" initiative for exporting Ukrainian agricultural products and delivering humanitarian aid to Ukraine amidst the war. The EU extended the North Baltic Corridor through Lviv and Kyiv to Mariupol (Figure 1, 2, 3). The Baltic-Black Sea-Aegean Corridor was extended through Lviv, Chernivtsi (Romania, Moldova), to Odesa. The corridors Baltic Sea-Adriatic Sea and Rhine-Danube will pass through Lviv. The inclusion of logistic routes in the TEN-T network allows for the elimination of existing obstacles during logistic operations, attracting European investments for the modernization of transportation infrastructure, accessing EU assistance tools for the development of the Ukrainian part of the TEN-T network, developing multimodal transportation, reducing logistic costs, and improving the quality of services during cargo transportation. Furthermore, the European Commission excluded Russian and Belarusian routes from the TEN-T network and downgraded the status of routes within the EU at the borders with aggressor countries.

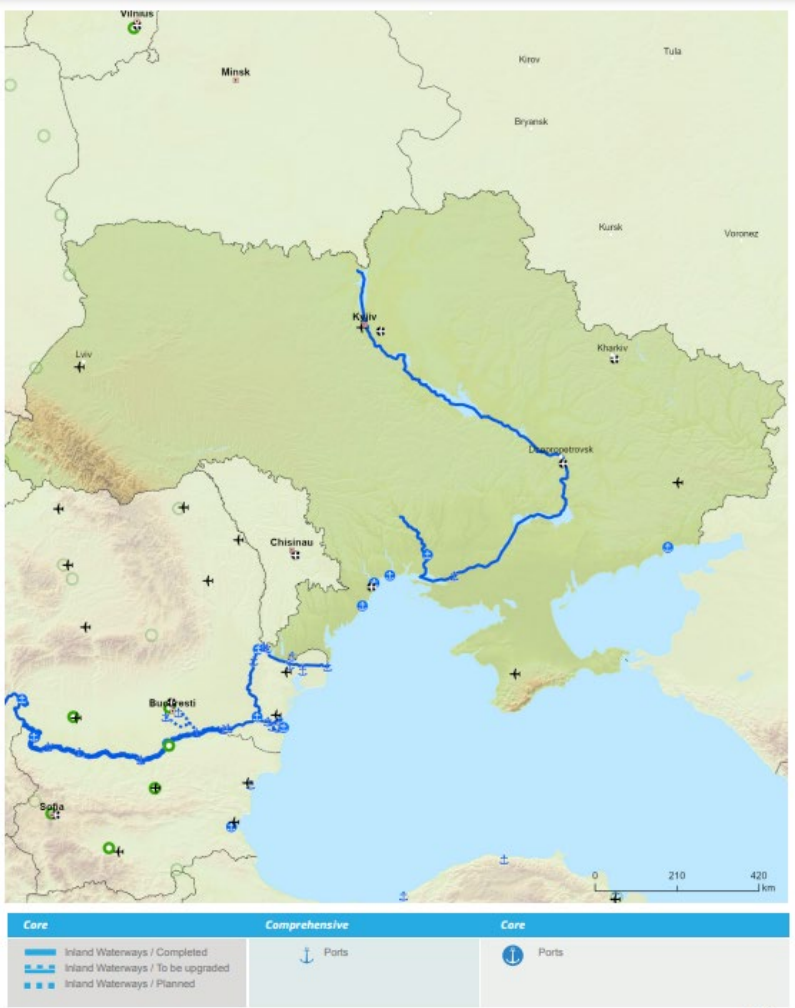


Figure 1. Indicative maps of the core network in Ukraine, Inland Waterways (Comprehensive & Core Networks: Inland waterways and ports. Eastern Partnership Transport Network: Ukraine)

Source: European Commission, 2022.

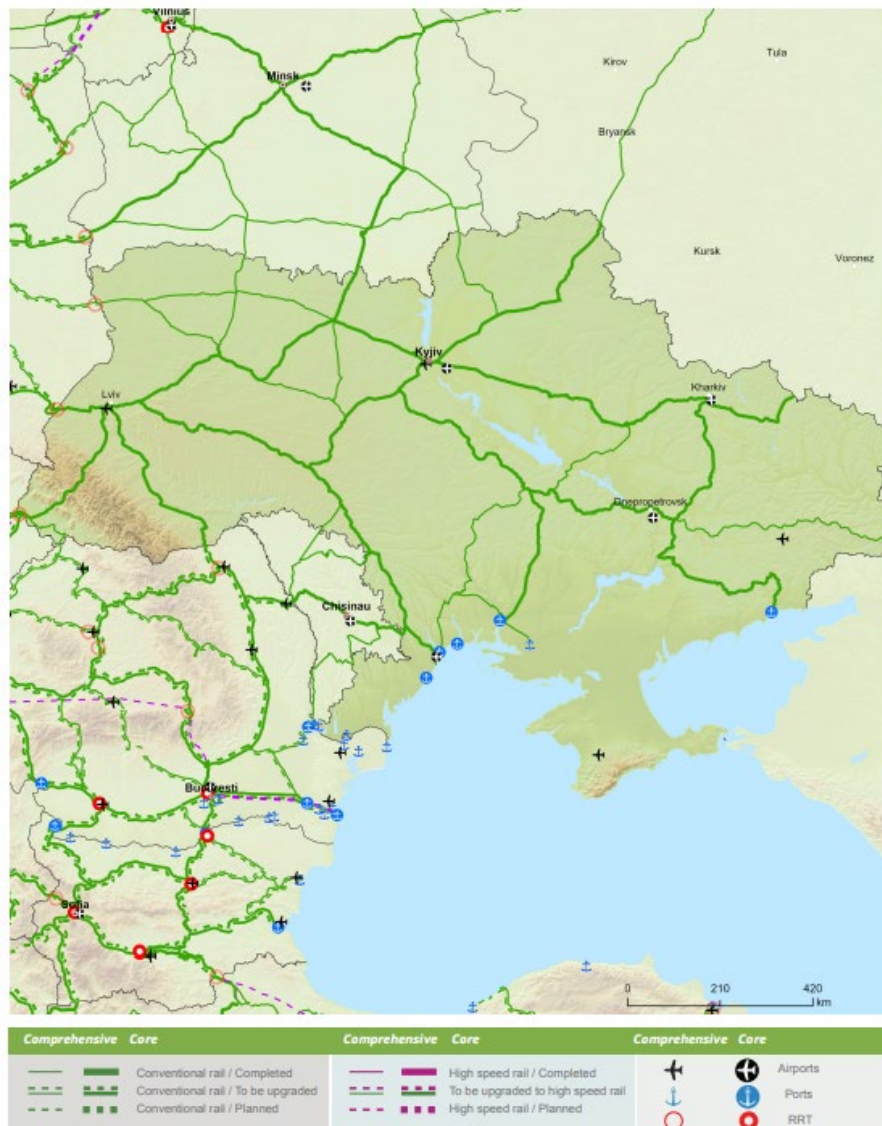


Figure 2. Indicative maps of the core network in Ukraine, railways (Comprehensive Network: Railways, ports, rail-road-terminals and airports. Core Network: Railways, ports, rail-road-terminals and airports. Eastern Partnership Transport Network: Ukraine)

Source: European Commission, 2022.



Figure 3. Indicative maps of the core network in Ukraine, roads (Comprehensive & Core Networks: Roads, ports, rail-road terminals and airports. Eastern Partnership Transport Network: Ukraine

Source: European Commission, 2022.

In December 2019, the EU (European Commission, 2019) defined a strategy for shifting from road transport to rail and inland waterway transport, which includes measures to develop a modal split, promoting the growth of the inland waterway sector in relative terms (Eurostat, 2020; European Environment Agency (EEA), 2011), and cost optimization measures. It is projected that these measures will enhance the competitiveness of the inland waterway sector compared to other modes of transport, in addition to increasing absolute volumes and market share. However, statistical data indicate the absence of significant structural shifts in favor of water transport (Figure 4), particularly the percentage of inland waterway freight transport in the EU-27 decreased to 1,8% in 2021, while road freight transport increased to 24,6% in 2021 (Eurostat, 2023).

The share of inland waterway transport in freight transportation is high in Belgium (7%), Luxembourg (7,8%), Bulgaria (11,7%), the Netherlands (12,5%), and Romania (19,8%) (Eurostat, 2023). According to Sys et al. (2020), inland navigation remains a sustainable mode of transport in EU countries, playing a significant role in the European transport market. However, due to market structure, the sector needs more competitiveness, particularly in terms of market share and volume

compared to other modes of transport. Therefore, the industry faces challenges such as overcapacity, uncontrolled costs, and unstable freight prices (Sys et al., 2020).

In terms of the share of railway freight transportation, EU countries can be divided into three groups:

1. The first group includes countries with a share of less than 10% (Ireland, Greece, Portugal, Spain, Denmark, Netherlands, Norway, Italy, Estonia, France, Croatia, Luxembourg, Belgium, and Bulgaria).
2. The second group includes countries with a share between 10% and 20% (Sweden, Finland, Germany, Poland, and Romania).
3. The third group includes countries with a share above 20%: the Czech Republic, Latvia, Hungary, Austria, Slovenia, Slovakia (31,8%), Switzerland (33,4%), and Lithuania (52,8%).

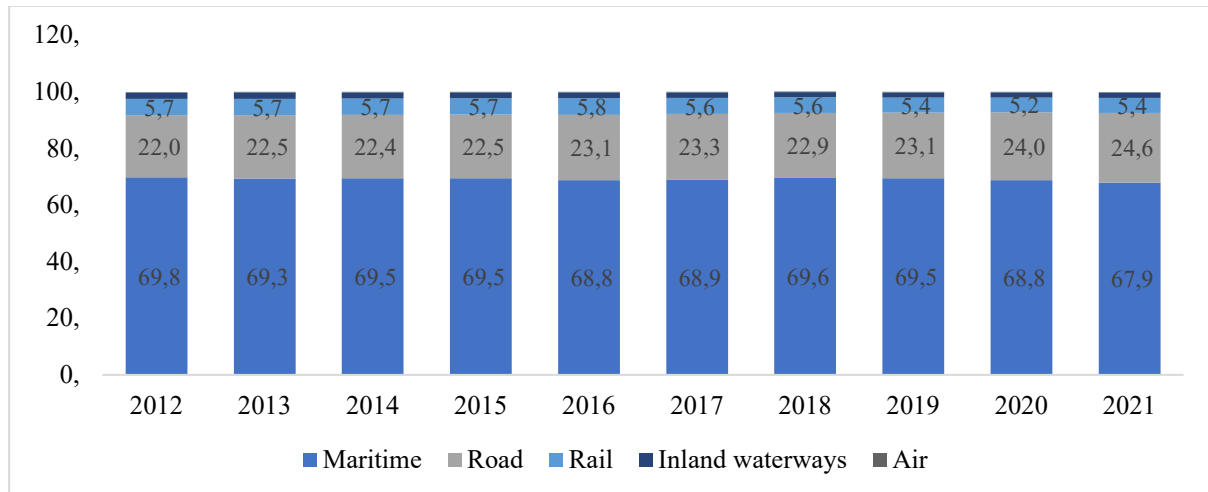


Figure 4. Structure of freight transportation by mode in the EU-27 in 2012-2021, %
Source: calculated by authors based on data from Eurostat (2023).

The share of freight transportation by road in EU countries can be divided into three groups:

1. up to 20% (Portugal, Cyprus, Greece, Estonia, Ireland, Croatia, Norway, Denmark, Netherlands, Spain, Italy);
2. from 20% to 50% (Latvia, Sweden, Bulgaria, France, Lithuania, Finland, Romania, Belgium);
3. 50% and above (Germany, Slovenia, Slovakia, Switzerland, Austria, Hungary, Poland, the Czech Republic, Luxembourg).

The tendency toward reducing the normalized energy consumption of passenger and freight vehicles in the EU from 2000 to 2018 may be attributed to the energy efficiency and decarbonization policies adopted by the EU and its member states (Tzeiranaki et al., 2023).

Compared to the EU, in Ukraine, most freight transportation is carried out by road transport (81.92% in 2021), with a growing trend from 2010 to 2021 (4.88%). On the other hand, the share of railway transportation accounted for 14.3% in 2021, experiencing a decrease of 2.72% over the past ten years. Furthermore, the proportion of transportation by other modes of transport remains low, occupying less than 1% of freight transportation's structure (Table 1).

Table 1. Dynamics and structure of freight volumes transported by transport modes in Ukraine in 2010-2021

	2010	2016	2017	2018	2019	2020	2021	Average growth rate, 2021/2010
Absolute values, thsd. Tones								
Railway	432,90	343,43	339,55	322,34	312,94	305,48	314,30	-2,72%
Sea	4,07	3,03	2,25	1,89	2,12	1,81	1,85	-6,02%
River	6,99	3,64	3,64	3,70	3,99	3,79	3,48	-4,93%
Motor vehicles	1168,22	1085,66	1121,67	1205,53	1147,05	1232,39	1800,30	4,88%
Air	0,09	0,07	0,08	0,10	0,09	0,09	0,10	2,37%
Pipeline	153,44	106,73	114,81	109,42	112,66	97,46	77,60	-5,42%
Total, thsd. Tones	1765,70	1542,57	1582,01	1642,98	1578,85	1641,03	2197,63	2,58%
Cargo density, %								
Railway	24,517%	22,264%	21,463%	19,619%	19,821%	18,615%	14,302%	21,82%
Sea	0,230%	0,197%	0,142%	0,115%	0,134%	0,110%	0,084%	0,17%
River	0,396%	0,236%	0,230%	0,225%	0,253%	0,231%	0,158%	0,24%
Motor vehicles	66,162%	70,380%	70,902%	73,375%	72,651%	75,099%	81,920%	71,03%
Air	0,005%	0,005%	0,005%	0,006%	0,006%	0,005%	0,005%	0,01%
Pipeline	8,690%	6,919%	7,257%	6,660%	7,135%	5,939%	3,531%	6,74%

Source: calculated by authors based on data from the State Statistics Service of Ukraine (2023g; 2023j; 2023k; 2023l).

In Ukraine, the development of multimodal transportation is primarily ensured through legislative changes, specifically the adoption of the "Law on Multimodal Transportation" (Verkhovna Rada of Ukraine, 2023b), which defines mechanisms for state support, including:

1. Encouraging competition and creating equal opportunities in multimodal transportation for economic entities.
2. Developing an attractive investment environment to attract investment resources for developing multimodal terminals and the multimodal transportation market.
3. Enhancing international cooperation in this field and adapting regulatory acts to meet global requirements.
4. Promoting the development of transportation and logistics infrastructure, including multimodal transportation, through the approval of state programs.
5. Providing state assistance for the construction and modernization of multimodal transportation terminals, as well as the provision of services related to such transportation, under the Law of Ukraine "On State Aid to Economic Entities" (Verkhovna Rada of Ukraine, 2023c) (in the form of resource transfer from the state or local resources to individual economic entities, subsidies, grants, subsidies, tax benefits, guarantees, preferential loans, etc.).
6. Creating conditions for developing public-private partnerships, increasing transit transportation, and attracting additional freight flows.
7. Improving mechanisms for state control of multimodal transportation at the Ukrainian state border crossings.
8. Creating equal conditions in the multimodal transportation market and preventing discrimination against market participants.
9. Implementing other measures to provide state support for combined transportation in the manner and scope prescribed by Ukrainian legislation.

In addition, the Law "On Multimodal Transportation" envisages the development of a state aid program aimed at supporting small and medium-sized businesses, the development of multimodal transportation, and transport-logistics infrastructure to ensure regional development, following the Law of Ukraine "On State Aid to Undertakings." The latter document allows for the permissibility of

state aid and the direction for such assistance "to compensate undertakings for the costs of implementing investment projects (establishing a new undertaking, expanding production capacity, diversifying the range of goods, works, and services, changing the production process)" (Verkhovna Rada of Ukraine, 2023c). The maximum amount of state aid for regional development, including support for investments and job creation resulting from the implementation of an investment project, is as follows:

1. for large enterprises - up to 50 percent of the total amount of expenses intended for regional development;
2. for medium-sized enterprises - up to 60 percent of such expenses;
3. for small enterprises - up to 70 percent of such costs (Verkhovna Rada of Ukraine, 2023d).

Establishing a logistic transport system based on logistic centers involving maritime and river ports is one of the main tasks in the reform of transportation in Ukraine within the framework of European integration and the establishment of external logistic connections. Today, maritime and river ports serve not only as transshipment points for goods between water and other modes of transport and vice versa but also as strategic centers in organizing domestic trade, as one of the main links in the integrated transport chain, and as centers of economic development for specific regions.

The transport system of Ukraine has a low level of development of transport and logistics technologies and multimodal transport facilities, which reduces its competitiveness and limits the access of Ukrainian products to the global transport market. For example, the share of goods transported by road in international transportation accounted for only 5,09% of the total transport volume in 2021 (State Statistics Service of Ukraine, 2023j). In the structure of goods transported by road, the largest share is occupied by agricultural, hunting, and forestry products - 12%, products of the extractive industry - 39%, and food products and beverages - 10%. In addition, high transportation costs account for about 40% of the total production cost (State Statistics Service of Ukraine, 2023j).

Unfortunately, none of the Ukrainian commercial ports are among the top 100 largest ports in the world in terms of the number of handled containers. Multimodal and intermodal transportation of goods accounts for no more than 0,5% of the transport market in Ukraine, and in this indicator, Ukraine lags behind EU member states and other developed countries by 20-30 times. The transport system of Ukraine is included in the TEN-T, but currently, there is a low level of interoperability and a general technological lag behind the TEN-T.

Therefore, the Liner Shipping Connectivity Index (LSCI) captures the level of a country's integration into global maritime transport networks (Figure 5). It is calculated by the United Nations Conference on Trade and Development (UNCTAD) based on five components of the marine transport sector: the number of vessels, their container-carrying capacity, the maximum vessel size, the number of services, and the number of companies using container ships in the country's ports. For each component, the country's index value is divided by the maximum value of each component in 2004. The five component scores are averaged for each country, and the average is divided by the maximum average value in 2004 and multiplied by 100. The index generates values from 1 to 100 for the country with the highest average score in 2004. The primary data is sourced from Containerization International Online (2023). From 2006 to 2021, Ukraine achieved modest progress in integrating into global maritime transport networks, with the index rising from 12,35 to 28,97 in 2021, experiencing significant fluctuations throughout the study period.

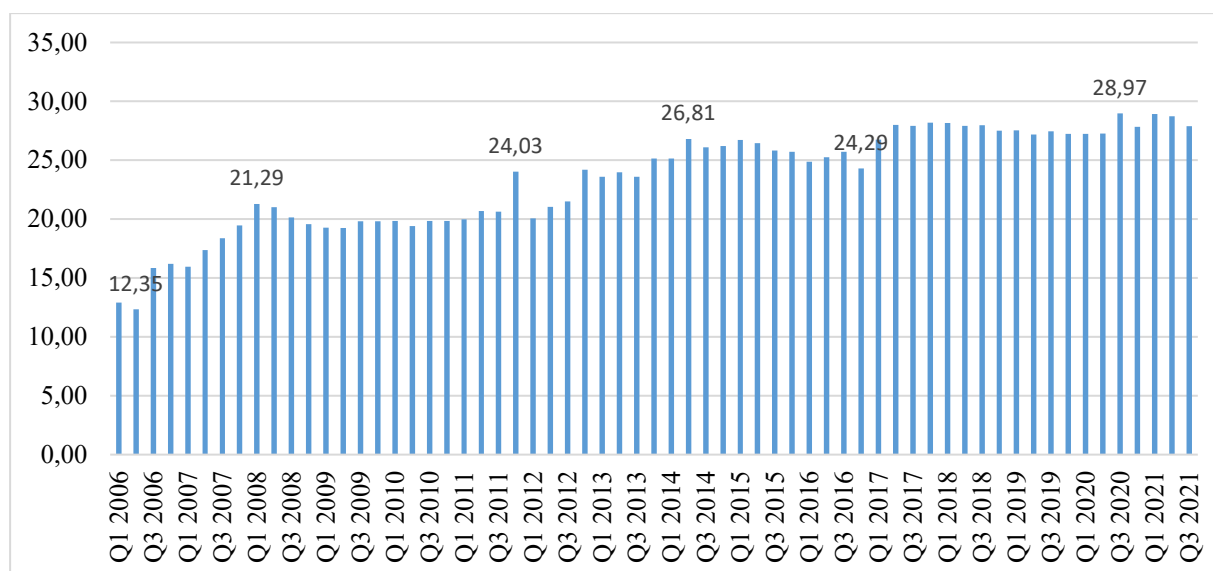


Figure 5. Dynamics and structure of freight volumes transported by transport modes in Ukraine in 2010-2021

Source: calculated by authors based on data from Eurostat (2023).

It is reflected in the transportation industry's reduced transit shipments through Ukraine, the decrease in vessel calls to ports, and the inability to provide quality transport services during export shipments. It, in turn, negatively impacts the competitiveness and efficiency of the national economy.

The Logistics Performance Index, the dynamics of which are presented in Table 2, reflects the average level of efficiency of Ukraine's transport and logistics systems based on key components evaluated on a scale of 1 to 5 points:

1. Low efficiency of customs clearance processes (speed, simplicity, predictability of procedures) by customs authorities.
2. Average quality level of trade and transport infrastructure, including port quality and information technologies.
3. Insufficient ease of organizing supplies at competitive prices.
4. Average level of personnel competence and quality of logistics services in the country.
5. Issues with cargo tracking capabilities.
6. Problems with timely cargo delivery to the planned destination points (World Bank, 2023).

There are disparities between the volumes of transportation carried out by different modes of transport. For example, due to low demand, insufficient liberalization, and competition, aviation transport carries passengers nearly 245 times less than road transport, while rail transport carries approximately 800 times more passengers than a river and maritime transport.

Table 2. Dynamics of the Logistics Performance Index of Ukraine in 2007-2020

Year	Total LPI	LPI cargo tracking capability	LPI competence and quality of logistics services	LPI ease of organizing supplies at competitive prices	LPI quality of trade and transportation and infrastructure	LPI - the efficiency of customs inspection	LPI timely delivery
2007	2,55	2,53	2,41	2,53	2,35	2,22	3,31

2008	2,56	2,51	2,50	2,66	2,40	2,12	3,19
2009	2,64	2,67	2,61	2,71	2,48	2,17	3,19
2010	2,57	2,49	2,59	2,79	2,44	2,02	3,06
2011	2,71	2,82	2,72	2,76	2,57	2,22	3,19
2012	2,85	3,15	2,85	2,72	2,69	2,41	3,31
2013	2,91	3,17	2,85	2,83	2,67	2,55	3,41
2014	2,98	3,20	2,84	2,95	2,65	2,69	3,51
2015	2,86	3,08	2,69	2,77	2,57	2,50	3,51
2016	2,74	2,96	2,55	2,59	2,49	2,30	3,51
2017	2,78	3,04	2,69	2,71	2,36	2,40	3,47
2018	2,83	3,11	2,84	2,83	2,22	2,49	3,42
2019	2,81	3,07	2,77	2,77	2,29	2,44	3,44
2020	2,82	3,09	2,80	2,80	2,25	2,47	3,43

Source: World Bank (2023).

The production volumes in the transportation sector of Ukraine gradually increased from 2016 to 2021. The share of employed workers averaged 11% from 2010 to 2021 (UAH 264,689 million in 2019, UAH 262,453 million in 2020, and UAH 295,300 million in 2022). However, with the onset of war and significant infrastructure destruction in 2022, the industry's volumes decreased to UAH 204,547 million (State Statistics Service of Ukraine, 2023f). As a result, the industry's share in Ukraine's GDP decreased to 3,94% (Figure 6). According to the KSE Institute (2023), as of February 2023, the total damage inflicted on Ukraine's infrastructure through full-scale invasion amounts to USD 143,8 billion (at replacement cost), including infrastructure damage worth USD 36,2 billion and transportation vehicles worth USD 3,1 billion. Throughout 2022, over 25,000 kilometers of national and local roads and 344 bridges and overpasses were destroyed or damaged. According to the Ministry of Communities and Infrastructure Development, in 2022, 78 bridges were restored on roads of national importance. Most restorations took place in Kyiv region (20 out of 24 objects) and Chernihiv region (20 out of 27 objects). In 2023, the passage was restored through 2 bridge crossings in Mykolaiv and Kharkiv regions.

In large enterprises in the transportation and warehousing sector of Ukraine, an average of 48,9% of employees were employed from 2010 to 2021, while the share of employment in medium-sized enterprises averaged 25,1% and in small enterprises averaged 26,1% (State Statistics Service of Ukraine, 2023e).

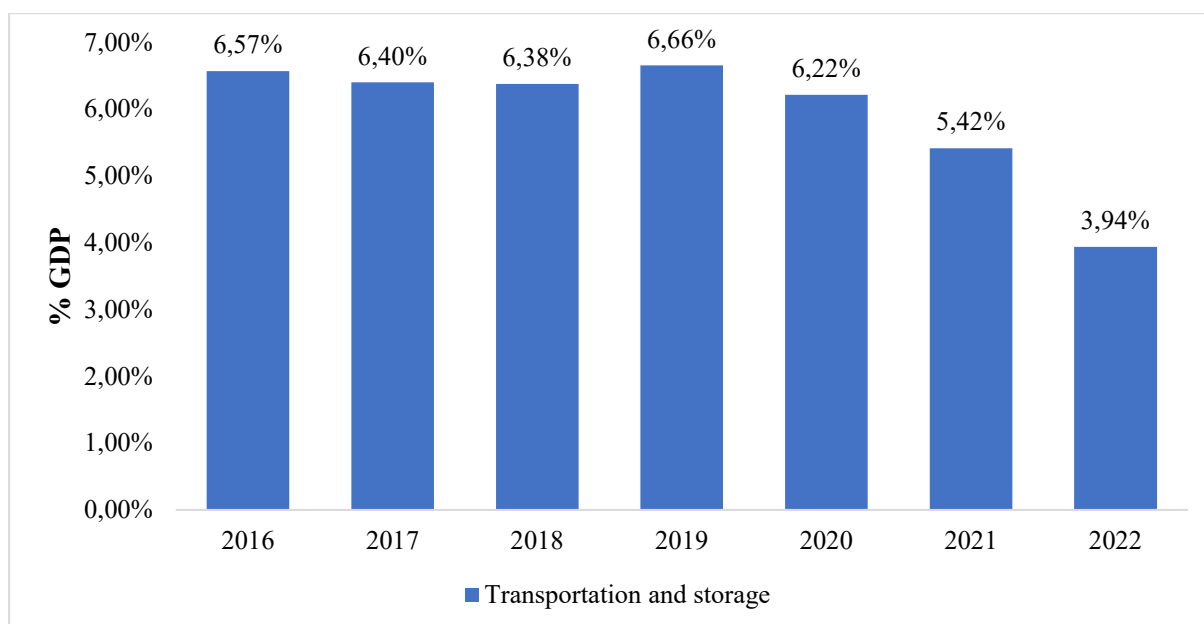


Figure 6. *Transportation and storage in Ukraine, % from GDP*

Source: calculated by the author based on the data from the State Statistics Service of Ukraine (2023a; 2023b).

As a result, the transportation sector and warehousing sales volume in Ukraine accounted for 4,45% in 2010, 5,8% in 2015, and 4,37% in 2021 of the total sales volume of all economic activities. Large enterprises in the sector accounted for an average of 49,2% of the production (goods, works, and services) from 2010 to 2021, with a decrease in their share from 54,7% in 2010 to 41,9% in 2021. On the other hand, medium-sized enterprises in the sector accounted for an average of 28,2% of the production (goods, works, services) from 2010 to 2021, with an increase in their share to 29,3% in 2021 (State Statistics Service of Ukraine, 2023g).

The share of capital investments in the transportation sector and warehousing of Ukraine averaged 9% of total assets across all economic activities from 2012 to 2021. The average investment volume amounted to UAH 32,116 million, with a tendency to increase from 2016 to 2018, a decrease in 2020, and growth in 2021 to UAH 43,462 million. In the structure of capital investments in the sector, investments in machinery and equipment predominated (the share of investments was 52,9% in 2012 and 61,3% in 2021), followed by investments in construction and building reconstruction (the percentage of investments was 43,5% in 2012 and 32,9% in 2021). Capital investments in intangible assets averaged 1,4% from 2012 to 2021, with a tendency to increase, especially in 2019 (State Statistics Service of Ukraine, 2023d).

For the maximum use of Ukrainian transport potential, in particular, as a transit country, it is necessary to create a customer-oriented transport service system and take measures to ensure the effective organization of the country's transport and road complex and to obtain a synergistic effect from the effective combination of the potential and capabilities of all modes of transport based on partnership and competition in transportation.

The general problems and contradictions requiring resolution at the state level are clearly defined in the National Transport Strategy of Ukraine for the period up to 2030, namely:

1. Lack of an effective system for collecting and processing administrative data in the transport sector, which prevents objective assessment of its current state and development prospects.

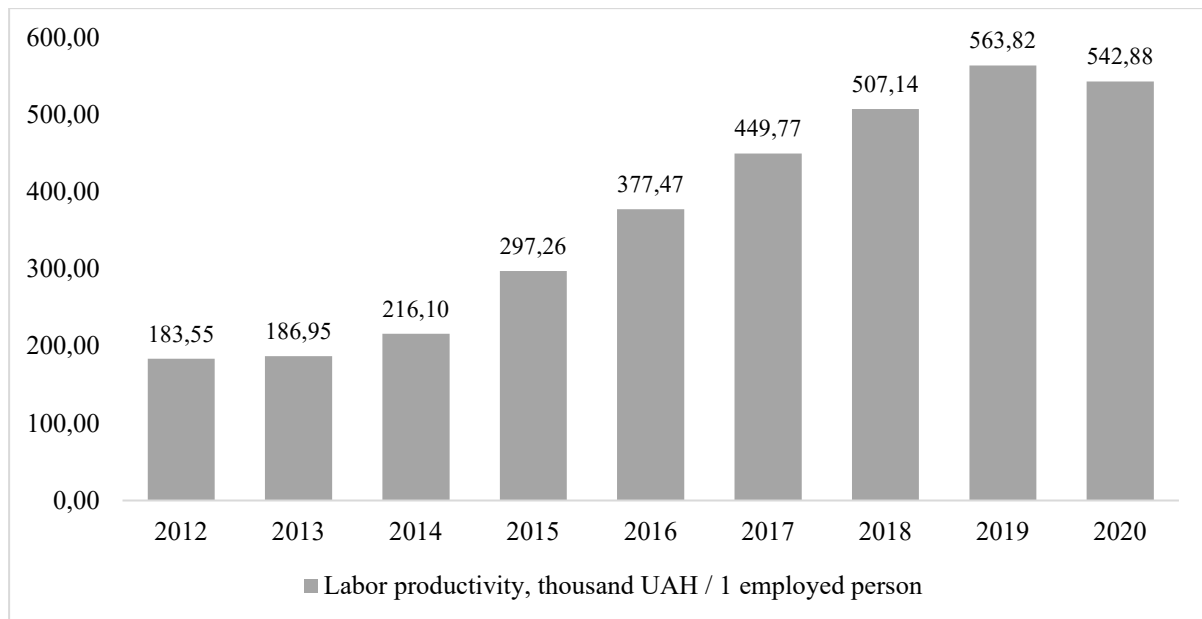


Figure 7. Labor productivity in the transport and warehousing sector of Ukraine, 2012-2020, thousand UAH / 1 employed person

Source: calculated by the author based on the data from the State Statistics Service of Ukraine (2023e; 2023f).

2. Absence of a systematic approach to coordinating the development and long-term planning of all modes of transport, considering the socio-economic needs of the population, businesses, defense, and Ukraine's geopolitical interests.
3. Incomplete administrative reform, including the process of delineating functions of state regulation and control, including the formation of relevant state management bodies, operational activities, and functions of economic activities of transport enterprises.
4. Lack of effective systems for monitoring the efficiency of managerial decision-making, insufficient transparency of reporting, and activities of government authorities and entities of the state sector of the economy in the transport industry.
5. Absence of an effective communication and feedback system between transportation management authorities, transport enterprises, and users of transport services reduces the efficiency of transport management and the quality of transport and logistics services.
6. Lack of criteria and indicators for assessing the quality of transport services.
7. Low level of development of intermodal and multimodal transportation and transport logistics.
8. Tendency towards reduced utilization efficiency of transport capacity.
9. Insufficient level of competition in the market of transport services and non-compliance with European requirements for market access to transport services.
10. Imperfect tariff policy in the provision of transport services.
11. Slow delivery speed of goods "door to door" and within specified timeframes.
12. Existence of bottlenecks in transport infrastructure.
13. Low economic attractiveness of shipowners using the Ukrainian flag.
14. Inadequate system for preventing and avoiding the deterioration of public roads, including dimension and weight control of vehicles and appropriate levels of accountability for exceeding acceptable parameters and axle loads of vehicles.

It should also be noted that to create an efficiently functioning transport complex in Ukraine and consequently achieve the status of a regional transportation hub, the Strategy takes into account the following global trends inherent to transportation:

1. Utilization of high-tech and ergonomic vehicles, principles of multimodality, satellite navigation, intelligent transportation systems, information technologies, and electronic document circulation.
2. Application of composite materials, reducing weight, improving aerodynamics and safety of vehicles.
3. Using fuel-efficient and environmentally friendly vehicles, adopting alternative fuels, "green" transportation modes, prioritizing protecting the environment, and preserving valuable conservation areas during transport infrastructure development.
4. Extensive containerization of transport and interoperability of transportation systems within supply chains.
5. Acceleration and ensuring timely delivery of passengers and goods through high-speed transport modes and logistics development.
6. Globalization of transcontinental aviation transportation within powerful global alliances.
7. Increasing role of low-cost air transportation for direct interregional connections.
8. Ensuring transport accessibility for the population, high mobility of labor resources, increasing travel distance and reducing travel time for passengers in megacities.
9. Growing motorization in developed countries and further containment of private vehicles in cities through the development of public and non-motorized transportation (Verkhovna Rada of Ukraine, 2023).

Conclusions

The conducted research reveals several issues related to the competitiveness of the Ukrainian transportation industry, which serve as barriers to its integration with the TEN-T. The leading problems identified include institutional, political, and managerial-administrative issues associated with inefficient data collection and processing processes, management and control functions, decision-making, communication, and interaction among governing bodies. A separate group of problems in the Ukrainian transportation sector is linked to the physical and technical condition of various types of transport infrastructure, which affects service quality. Consequently, other issues arise, such as a low level of development of intermodal and multimodal transport, transportation logistics, decreased efficiency of capacity utilization, imperfect competition in the market for transport services, and non-compliance with European requirements for market access to transport services. In the conditions of war and infrastructure destruction, in addition to the mentioned problems, the transportation industry's implementation volume and its share in the GDP decrease, intensifying the integration challenge with the TEN-T.

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Sociological Model of Social Partnership in Higher Education Institutions Management

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Abstract

Social partnership as a scientific category is characterized by multidimensionality, breadth of understanding, and interpretation. In the modern education system, social partnership is presented as one of the aspects of state-societal governance of educational institutions' activities. The development of socially oriented education has brought the issue of social partnership to the forefront, identifying new components of this process. In the context of society's well-being, social interaction becomes an effective mechanism for addressing social problems, especially those that arise in the educational sphere. This article aims to elucidate the main contemporary trends of social cooperation in higher education institutions (HEIs) and identify the specifics of various sociological models of social partnership in higher education. Methodology. During the research, the authors used abstraction, idealization, logical and linguistic, comparative, analytical, and bibliographic methods to study the scientific literature on social partnerships in higher education. Results. The research results have identified the vital theoretical aspects related to social partnership in HEIs and have explored the characteristics of different models of social interaction in higher education institutions.

Keywords: Social partnership, effective interaction of learning subjects, systematic cooperation, subject-to-subject relationship, social cooperation.

Introduction

Social partnership is a form of social interaction between various state institutions and community groups within a social community, which allows for the free expression of their interests and finding civilized ways to coordinate and implement them. In the modern education system, social partnership is represented as one of the aspects of state-societal governance of education. As it is known, the significance of education in contemporary society is determined by two tendencies: new scientific-information technologies and globalization of the world, leading to increased competition in all spheres of social life.

Globalization makes social orientation and balance of society's interests the basis of each state's educational policy. The social demand for the training and professional development of professionals who think creatively, critically, and reflectively, thus driving change, in turn, motivates the need for new leaders who creatively embrace leadership, new ideas, directions, and forms of educational activity. At the same time, the range of tasks requiring unconventional solutions and the development

of unique technologies is constantly expanding. In this context, there is a need to develop additional forms of cooperation in providing educational services. In the last decade, the process of involving the non-profit sector, in the form of non-profit organizations and community associations, in providing services to the population has gained momentum. The basis for effective interaction, where strong sides should emerge to achieve synergy in addressing social issues of society, is a social partnership, which involves the participation of various social groups in solving existing problems and encompasses the implementation of a complex set of mechanisms and technologies of interaction in the field of higher education.

The theoretical part of this study grounds the concept, components, and essence of social partnership in higher education.

The practical part of the research includes a comprehensive examination of the model of social partnership applied in the HEIs' management.

The authors made conclusions regarding the issues addressed based on the research findings. Notably, the authors emphasized that organizational interaction in higher education entails establishing a corporate management structure within the higher education system and coordinating activities among the key subjects of social partnership.

This study aims to characterize various aspects of managing the social partnership model in higher education institutions.

Literature review

The current educational social partnership model covers various economic and social development issues.

Social partnership in education primarily involves establishing market relations between educational institutions and employers as consumers of qualified personnel. The essence of such links means that, on the one hand, the education sector should train specialists per market needs and requirements for the quality of professional training in terms of the scope and structure of specialties sufficient to ensure the country's diversified economy. However, on the other hand, employers should actively participate in developing the educational strategy, monitor its quality, and contribute to financing educational institutions (Ndou, Mele & Vecchio, 2019), (Dvorský et al., 2019).

Research explorations in the field of contemporary interaction in the education sector demonstrate the presence of eclecticism. It combines and considers all stakeholders' interests in the educational process, which entails various configurations of their interaction. Literature analysis on the research topic reveals several perspectives on models of such interaction. For example, S. Billet, A. Clemens, and T. Seddon view social partnership as localized networks that combine local community groups, educational institutions, industry representatives, and the government to collaborate on local and regional issues and strategic social development (Billett & Seddon, 2004).

The transition from occasional communication to permanent cooperation can be seen as the most important achievement of the state, employers organizations, and trade unions in partnership with higher education (Murnieks, Klotz & Shepherd, 2020), (Aggarwal et al., 2019).

Modern educational trends indicate the emergence of an interaction process between the education sector and the labor market. The strategic objectives of educational environment modernization can only be achieved through continuous interaction between the education system and interested social partners. This process will rapidly develop and improve, as most business leaders understand that the success of any professional educational institution relies on enhancing managerial competence, training and upgrading the professionals' skills, and implementing new educational technologies (Chuang, Manley & Petersen, 2020), (Bohe & Kober, 2020), (Filali, Benabdelkrim & Hassainate, 2018).

One of the most common forms of social partnership in the education system is the functioning of councils at various levels. The councils serve as representative bodies composed of representatives from interested or invited parties. During council meetings, a range of shared problems are discussed,

and joint decisions are made to address them, which require the involvement of participants' resources. Thus, the council assumes the role of a "partnership intermediary" for the interacting entities (Martínez-González, et al., 2022), (Baggio et al., 2019), (Kleimola & Leppisaari, 2022).

The significant experience of developed countries in the field of social partnership in education is evidenced by the variety of such cooperation models. It is determined by the national and regional specifics of each country. In their studies, scholars adhere to the opinion that there is no single model of social partnership that would be suitable for educational institutions in all countries. In general terms, the developed models of social partnership in education can be classified as follows:

1. the "American" model is based on the cooperation of owners or heads of educational institutions;
2. the "German" model is based on the integration of employees of higher education institutions into the activities of other institutions based on collective contractual autonomy;
3. the "Scandinavian" model involves academic staff and students in joint educational projects. (Aggarwal et al., 2019).

A practical method of forming partnerships at the level of educational institutions is the social order. It reflects the general nature of the democratic system and a new vision of education as part of a market society. Most countries still poorly use the partnership type of social relations regulation in education. It needs to be strengthened accordingly to develop the social interaction skills of future professionals. Another way of establishing partnerships is through the "teacher-student-employer" interaction. Today, this interaction is being developed through new systems of contactless learning, as well as through self-improvement of curricula that increase the adaptability and activity of both students and educators. (Gasevic, Tsai & Drachsler, 2021).

Analyzing the experience of social partnership in education in developed countries, the societal effectiveness of educational services provision depends on the development of collaboration with higher education institutions at the community level. Also, it depends on the involvement of non-profit and commercial sectors of society in providing educational services at the management level of HEIs. Therefore, special attention deserves to be given to studying the process of managing educational institutions at the regional level (Barneontt, Archuleta & Cantu, 2019), (Mourato & Patrício, 2019), (Gasevic, Tsai & Drachsler, 2021).

Methodology

While conducting the research, the authors used induction, deduction, analysis, synthesis of information, and systemic-structural methods to practically clarify the most critical issues related to social partnerships in higher education institutions.

Results

When describing the state's role in regulating social and educational relations, there are two main models of cooperation in the educational sphere: bipartism and tripartism (Figure 1).

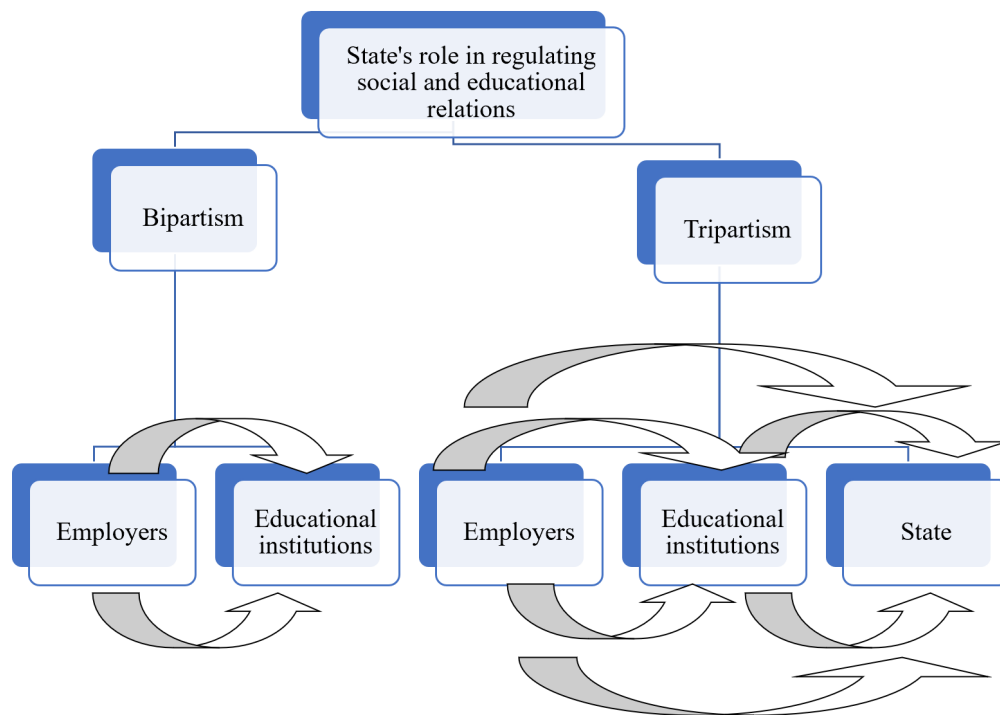


Figure 1. The models that characterize the state's role in regulating social and educational relations.
Source: Compiled by the authors (2023).

Today, an increasing number of interactions between participants in the educational process and other social actors should be based on establishing a pro-active stand of civic participation of managers, university teachers, and students. Future specialists will implement this stand in their professional and personal relationships. For the practical implementation of social partnership in education, scholars consider the feasibility of moving from a tripartism (employer - state - higher education institution) to a bipartism (employer - higher education institution) model of social dialogue in higher education.

Notably, in countries where the state's role in regulating the educational system is relatively small (such as the United States, Canada, the United Kingdom, and others), there is a practice of bilateral cooperation between partnership entities in higher education. Cooperation takes place between employers and educational institutions, with the state rarely intervening in such interactions but potentially serving as an arbiter or mediator in social conflicts or the event of gross violations of legislative or social norms.

Trilateral cooperation is more common in countries like France, Germany, Austria, and Ukraine. In addition to employer associations, educational institutions, and student associations, the state also plays an active role in conducting collective negotiations related to higher education cooperation. It acts as a mediator in collective negotiations or as an independent party through government bodies (typically the Department of Labor or other specially created executive bodies).

The main directions of social partnership between higher education institutions (HEIs) and civil society institutions include:

1. implementation of socially significant initiatives based on HEIs.
2. conducting consultations by non-governmental organizations with representatives of state authorities on educational issues and assessment of educational needs.
3. implementation of project activities within the framework of social order.

The analysis of the global experience of developed countries in the field of social partnership in education indicates the diversity of their models, influenced by each country's national and regional specificities (Table 1).

Table 1. The directions of the world experience gained by developed countries in the field of social partnership in education

Country	Experience in social partnership in education
USA	The model of collective negotiations stipulates that a so-called collective bargaining unit must be formed before they start
European countries	HEIs negotiate directly with employers
Germany	Involvement of education seekers in the management of HEIs through specially created bodies; The Academic Council, which is created in the HEI and is a consolidated body representing professors and students
Scandinavian countries	Involvement of university students in managing an educational institution
Germany, Sweden, Austria	Tripartism in the context of educational partnership
USA, Japan	A conservative model of educational partnership, which is based more on common legal awareness and goodwill of the parties and less on forced centralized management

Source: Compiled by the authors based on (Senoner, Netland & Feuerriegel, 2022), (Lim et al., 2022).

The analysis of the statistics on collective bargaining activities in the Ukrainian educational sector allows us to conclude that the regulation of collective bargaining activities is a rather powerful lever of management of higher education institutions. By the end of 2020, 1927 collective agreements were concluded in Ukraine, which is 3.2% more than the corresponding period of the previous year. However, the number of employees covered by collective agreements decreased to 6,720 thousand people in 2020, representing a 0.4% decrease compared to the previous year. Despite the significant number of collective agreements concluded in the higher education sector, there is a particular differentiation among the employees they apply to. As of December 31, 2021, the system of collective labor legislation did not cover nearly every fifth employee of higher education institutions and every third student.

Let us present the dynamics of the areas of regulation concerning cooperation agreements in the education sector to assess the trends of social cooperation in higher education (Table 2).

Table 2. Comparison of the structure of regulation areas by agreements on the cooperation of educational institutions in Ukraine, %

Regulation area	2017	2020
Facilitating the educational process development, ensuring the successful employment of the graduates	19	21
Increase in the level of HEIs' income	3	2
Social protection of vulnerable groups	9	11

Social dialogue	26	22
Addressing the spiritual needs of students	4	3
Expanding bilateral cooperation between educational institutions	39	41

Source: Compiled by the authors based on (Ministry of Education and Science of Ukraine, 2023).

The main reasons that negatively affect the level of collective negotiations in the education sector are the following:

1. financial and economic instability of the majority of educational institutions;
2. legal uncertainty regarding the mandatory nature of cooperation agreements;
3. passivity of the management staff in higher education institutions;
4. imperfections in the mechanism of monitoring the conclusion of agreements on social interaction in higher education.

The system of social partnership in higher education can function effectively only under the conditions of sufficient development of cooperation mechanisms among all interacting parties.

Within this study, the authors reveal the structure of the social partnership model in higher education from the perspective of the subject connections of social partnership (Figure 2), qualitative characteristics of social interaction practices (Figure 3), the relationships between institutional, organizational, and values aspects of social partnership in the management of higher education institutions (Figure 4).

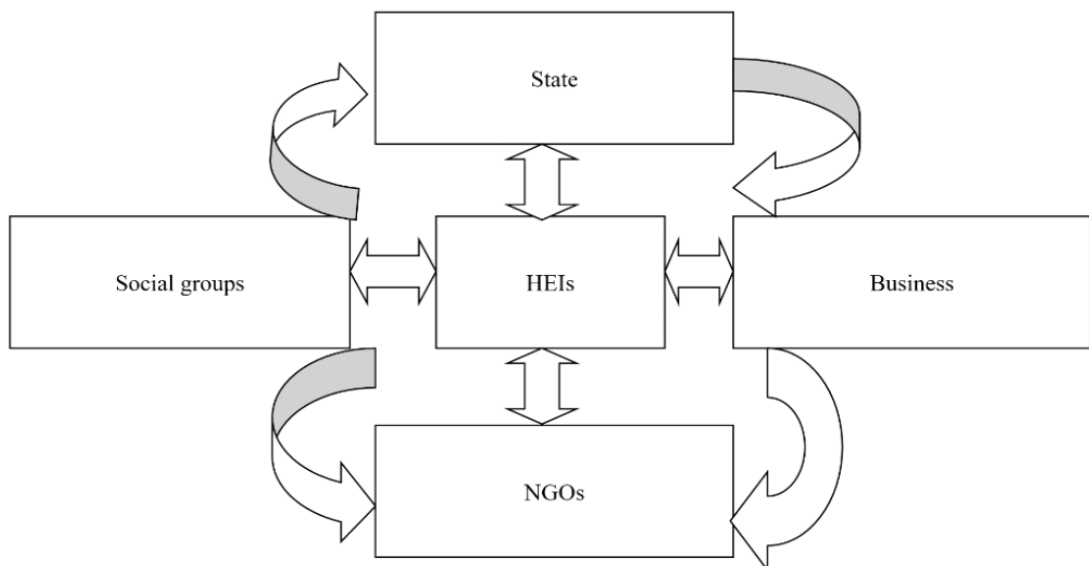


Figure 2. Subject relations of social partnership's sociological model in higher education

Source: author's elaboration (2023).

As seen from Figure 1, social partnership, in the broadest sense, is a cooperation between social groups, intersectoral interaction of the third sector (non-governmental organizations), the state, and business. Thus, in the modern sociological interpretation, the social partnership is defined as covering the entire spectrum of social problems of the partnership subjects.

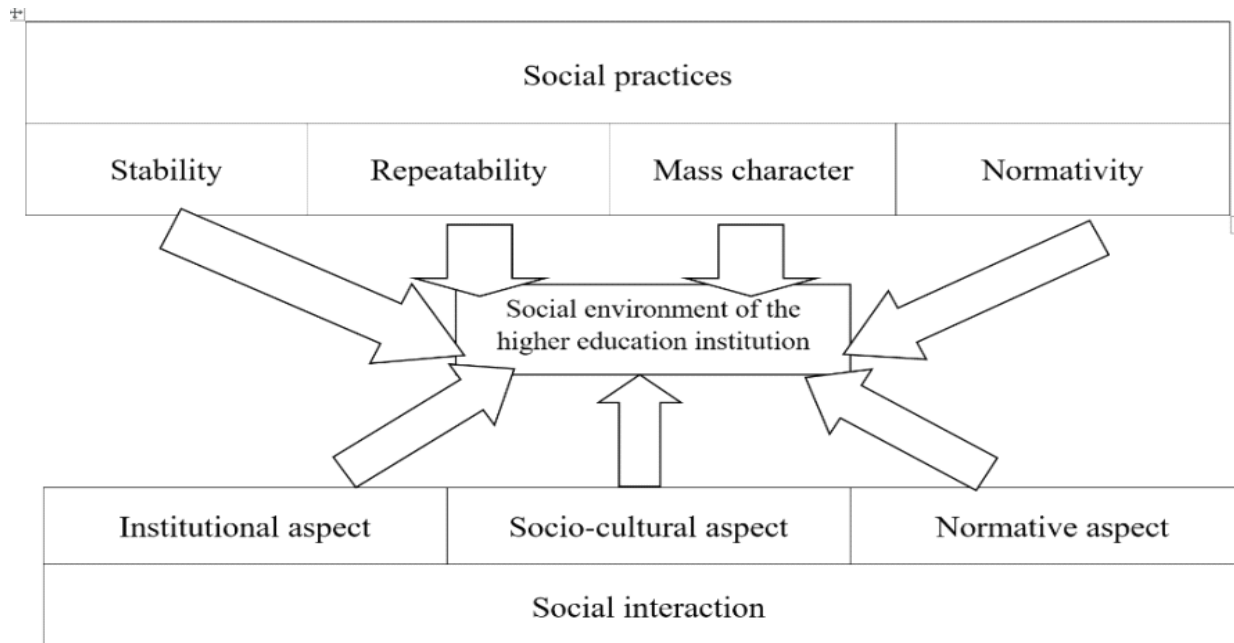


Figure 2. Qualitative features of social practices as key components of the sociological model of social interaction in HEIs management
Source: author's elaboration (2023).

As shown in Figure 2, the generalized essential provisions of social practice in HEIs management are a set of specific repeated actions of individuals, groups, and communities in real time and space that ensure the stable functioning of social institutions.

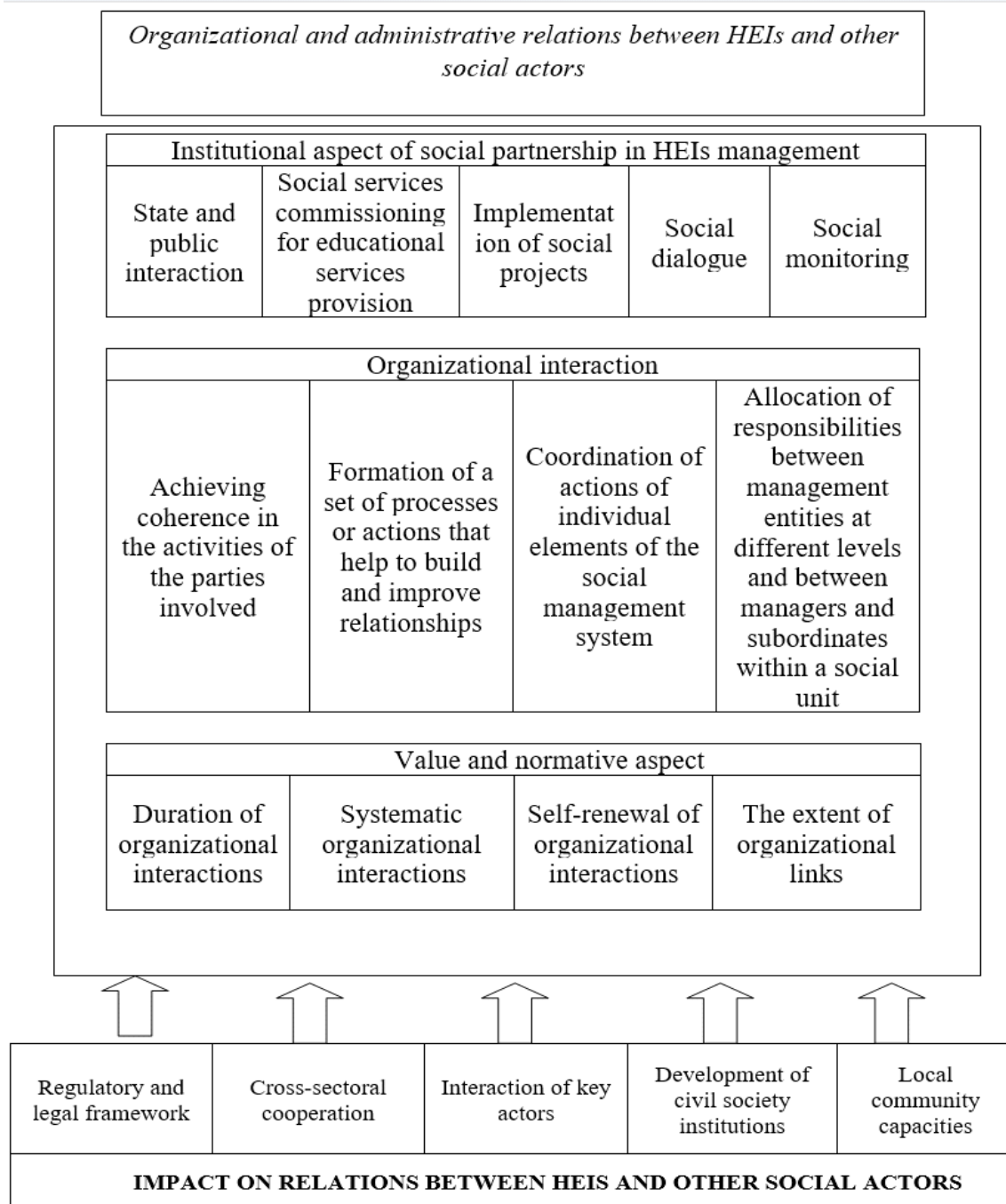


Figure 3. System of relations of institutional, organizational, and value aspects of social interaction in higher education institutions management.

Source: author's elaboration (2023).

As seen from Figure 3, social partnership as a mechanism for managing social service institutions functions as a specific social practice, comprising institutional aspects, organizational interaction, and value-normative components that reflect the functional characteristics of social interaction. An indicator of the development of corporate interaction in social partnership is the administrative and managerial relationships characterized by their duration, systemic nature of organizational cooperation, self-renewal, and breadth of organizational connections.

Discussion

Social partnership is a system of relations between employees, employers, government authorities, and local self-government aimed at harmonizing the interests of employees and employers in regulating production and other relations directly related to their interests. In a broad sense, social partnership refers to the social, collectively distributed activity of various social groups that leads to positive results beneficial for all participants of this activity (Odit-Dookhan, 2018), (Beerkens, 2018), (Cano, Murray & Kourouklis, 2022), (Heinicke & Guenther, 2020).

Social partnership is a consensus-based interaction that involves achieving the goal and realizing the interests of social actors by bringing their positions closer together and reaching an agreement without pressure from any of the partnership's parties (Senoner, Netland & Feuerriegel, 2022), (Lim et al., 2022), (José et al., 2022).

Specific values and normative systems characterize social partnerships in the management of higher education institutions. They are determined, on the one hand, at the level of the regulatory framework governing the activities of HEIs and social partnership, and on the other hand, through the culturally-based value models of social interaction accepted in society as a whole and in the field of education in particular (Cui, French & O'Leary, 2021), (Hazen et al., 2018), (Moscardini, Strachan & Vlasova, 2022), (Kumar, Shukla & Passey, 2021).

In the authors' opinion, the most characteristic feature of the current stage of social development is the social partnership based on the principles and values of civil society. It can be generally seen as a collaborative activity with shared goals and values, voluntariness, and mutual responsibility for cooperation outcomes.

In this understanding, the proposed forms of social partnership by S. Billett, A. Clemens, and T. Seddon are considered adequate:

1. Enacted partnerships initiated by external actors.
2. A specific community initiates community partnerships to seek resources for problem-solving.
3. Negotiated partnerships are formed through the initiative of various partners to align interests and provide mutual support (Billett & Seddon, 2004).

Undoubtedly, the types and strategies of social partnership have a specific character depending on the directions of the cooperation, interested parties, and the tasks of such interaction. They can be combined and even have controversial aspects (Astahova et al., 2019).

In the context of the educational sphere and contemporary educational theory, the following types of partnerships are relevant:

1. Project partnerships within a specific educational project.
2. Problem-oriented partnerships - collaboration aimed at solving specific problems.
3. Ideological partnerships are based on shared perspectives and interests.
4. Ethical partnerships focused on addressing ethical issues (Carnwell & Carson, 2008).

At the micro level, from an activity-based approach, social partnership in an educational institution, for example, results from joint efforts and is achieved through loyalty, coping strategies, and readiness for effective communication (Majboroda, 2021).

In the context of the conditions faced by educational institutions, the identification of loyalty from educational stakeholders becomes crucial for optimizing educational management. Therefore, emotional commitment, a sense of affinity when shared values are embraced, and orientation towards overcoming difficulties and achieving successful outcomes are emphasized. In this regard, coping

strategies, which significantly impact critical situations, are actualized at the intersection of sociology and psychology.

Problem-oriented and emotion-oriented directions of social interaction enable the successful implementation of social partnership within the HEIs (Higher Education Institutions) management framework. Furthermore, by considering the effectiveness of cooperative communication, the social partnership is elevated to the level of its fundamental goals and objectives.

Traditionally, the paternalistic relationship "teacher-student" has been considered the basis of educational activities. However, in today's digitalized education system, a balanced partnership foundation has emerged for further development of higher education (Heinicke & Guenther, 2020). An essential component of professional development is multifaceted social collaboration and learning the fundamentals of social partnership, ethics, and mediation in cooperation. Today, educational programs should enable students to practically engage in partnerships among teachers, students, and other societal actors. One of the most effective methods of cognitive activity in the socio-pedagogical sphere is the case-study method. It involves analyzing and resolving typical problem situations that arise during collaboration (Billett & Seddon, 2004).

The effectiveness of social partnerships in higher education institutions is enhanced when the government implements active social policies. It also develops consensus-based forms of democracy and institutions of civil society that ensure the representation of students' and educational institutions' interests. When educational organizations and learners have sufficient authority and enjoy proper credibility in society, the effectiveness of social partnerships in higher education institutions is elevated (Heinicke & Guenther, 2020).

The sociological model of social partnership in the management of educational institutions is based on the theoretical understanding of the concept of social cooperation. The interaction among the subjects of social collaboration has a social nature, both in practical and procedural terms. It can be viewed through the prism of the category of social practice. The institutional aspect of social partnership as a social practice in managing social service institutions lies in reproducing essential forms of state-civil interaction as the foundation of social partnership. The aspect of organizational interaction is reflected in the structural approach to the functioning of the mechanism of social cooperation in the management of educational institutions. Corporate interaction in social partnership includes establishing an organizational management structure within the educational system and coordinating activities among the critical subjects of social partnership in the management of higher education institutions (Yanqing, Guangming & Edwards, 2020), (Germain-Alamartine et al., 2021), (Hou et al., 2022).

Conclusions

Based on the analysis of the scientific literature on the research topic and the questionnaire survey results, social partnership has become widespread in education and other public spheres and is playing an increasingly important role in solving urgent problems of both local communities and the state as a whole. Moreover, cooperation between higher education institutions and other public actors is a model of individual professional interaction, a necessary condition for successfully forming a pedagogical and industrial cooperation system.

After considering the features and essence of cooperation within higher education institutions, development indicators and characteristics of existing models of social partnership, as well as analyzing the prospects for its further development, the following conclusions can be drawn:

1. Social partnership in higher education is a type and system of relations between HEI leaders, students, their future employers, and other stakeholders in the social sphere, within which the coordination of socio-labor relations is ensured within the educational system.

2. The most developed system of social partnership in HEIs currently exists in Germany, Austria, and Sweden, while it is somewhat less developed in the United States and Japan.

3. The foreign experience shows that the degree of social partnership development in HEIs depends on several factors:

- a) the degree of democratization of educational institution management;
- b) the standard of living for the majority of the population;
- c) psychological conditions and cultural traditions in society.

Considering social partnership as an integrative quality of the education system allows for the connection of interests of different groups in a socially divided society and the formation of students' attitudes towards cooperation in the surrounding environment through the acquisition of relevant knowledge and skills, serving as the basis of education.

The tools for preparing future specialists include developing an active civic position system and supporting students' participation in the civic life of society.

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Humanization of Relationships between Teachers and Students in Educational Work

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Abstract

Studying tendencies in the transformation of the educational system, which are currently taking place in both primary and secondary schools around the world, revealed an urgent need for the further development of the humanization of education. The humanization of personally oriented relationships between teachers and students in the educational process of primary and secondary schools as the fundamental of the national education system and the environment for developing the younger generation is the most efficient way to strengthen the humanitarian component in the educational process, as shown by the evaluation of the current educational system. The purpose of the academic paper is to highlight the concept, components and main features of the process of humanizing the relationship between teachers and students in the process of educational activities, as well as clarifying the most effective directions for optimizing the humanization of relations between teachers and education seekers. Methodology. While conducting the research, the analytical and bibliographic method was used to study the scientific literature on humanizing relations in the learning process. At the same time, analysis, synthesis and generalization of information were applied to study and process data. By the way, the research authors also conducted a questionnaire in online mode to practically clarify the most important issues related to organizing educational work on the basis of its humanization. Results. Based on the research results, the primary and most significant theoretical aspects of the issue of the humanitarian approach to relations in the learning process were established. The standpoints of scientists, teachers and educational methodologists regarding the key aspects of this issue were investigated.

Keywords: the humanization of education, ideas of humanism, humanistic relations, the teacher's humanistic position, humanistic education, humanistic thinking.

Introduction

The success of a person's self-fulfillment under today's conditions is mainly determined by the formation of the personality's social and communication skills, the level of his self-awareness and self-confidence, the degree of implementing his creative potential and the formation of humanity as a prerequisite for the expediency and effectiveness of other aspects of the education seeker's development. Considering the above, the task of each teacher is to help each student live in a large and diverse world, promoting and producing behavior based on the embodiment of humanistic values.

The theoretical part of the present research substantiates the concepts, components, primary prerequisites and factors of humanization of relations between teachers and students in the process of educational activities.

The practical part of the research includes highlighting the defining aspects of humanistic pedagogy as the most popular modern direction of scientific and methodological studies. It elucidates the systemic problems of secondary education, which slow down the process of humanization of educational work in secondary educational establishments (SEEs), the most significant processes contributing to implementing the humanistic content of education and upbringing. Moreover, it also establishes the most important rules for forming a high-quality humanistic developmental environment at school, the goals of humanizing education and upbringing, as well as the most important directions of educational and methodical training of teachers for the most effective humanization of their relations with education seekers.

Based on the research results, conclusions were made regarding the issues raised. Thus, it was established that the most popular modern directions of scientific and methodological research nowadays are the formation of a humanistic attitude towards a person and the world and cultivating moral values and a humanistic attitude towards the surrounding reality's objects. At the same time, the obstacle to developing humanistic aspects in the relations between teachers and students is primarily the lack of systematic introduction of humanistic components in work with children and widespread formality in the organization of lessons, which is based on the priority of external requirements for organizing the educational process. According to the survey results, it was established that the most significant processes contributing to the realization of the humanistic content of education and upbringing are the presence of humanization in the relations of students and teachers with other people, gaining the experience by the student through participating or observing emotionally charged situations and the humanistic behavior of a person in such situations, demonstrating the humanistic position of the teacher and the presence of trust, support and respect towards education seekers. A significant result of the survey was the identification of the primary goals of humanizing the relationship between teachers and students during educational activities, namely, stimulating the development of moral and ethical qualities and spiritual development of participants in the educational process. The survey showed that the organization of the educational process and relations between teachers and students based on the principles of humanism require, according to the survey participants' standpoint, productive socialization of teachers and the deepening of individualization and differentiation of humanistic education.

The purpose of the present research is to determine the standpoint of scientists, teachers and methodologists of local communities regarding the features of humanizing relations between teachers and students during the educational process.

Literature Review

The development of a democratic society requires the formation of a person's skills not only to create material wealth but also to be a bearer of culture, spirituality and humanism. A modern school should become an environment in which the formation of mentally mature, free-minded personalities, who are able to protect universal values and shape a humane world as a whole, takes place. The ideas of humanism have accompanied the development of pedagogy throughout its history. The theoretical fundamentals of this complex problem were reflected in the scientific works of famous psychologists, teachers, methodologists, philosophers and thinkers, whose views, ideas, approaches, and educational systems revealed the norms of humanistic pedagogy and substantiated its importance (García-Moya, Brooks & Moreno, 2020), (Kelly et al., 2022).

School age is the most optimal period of a person's life for the formation of the entire complex of valuable and humanistic skills. The development of individual abilities, the formation of children's social needs, and their spiritual and moral growth depend on the effectiveness of personally-oriented

relationships between teachers and students during studying (Pacansky-Brock & Vincent-Layton, 2020), (Coristine et al., 2022).

The basis of a successful educational process is the presence of high-quality interpersonal relationships between teachers and students. The teacher's pedagogical activity should be primarily aimed at the child, his education and the development of humanistic qualities. At the same time, the primary principles of building relationships between teachers and students should be love for people, deep respect for human dignity, positive perception of individual characteristics of another person, recognition of their rights and freedoms, and desire to help (Singh, Steele & Singh, 2021), (Alenezi, 2018).

The humanization of all spheres of social life requires the spread and affirmation of humanistic principles in society, which, in turn, aim to promote a sensitive attitude towards people and respect for human dignity. Based on the outlined, modern researchers assume that the "humanization of school" should be understood as a change in the educational content, an increase in the share of humanitarian knowledge and values of the humanistic culture as a whole, democratization of pedagogical communication, and the creation of a relevant moral and pedagogical climate in each educational institution (Rainey, Dancy & Mickelson, 2018), (Anderson & Singh, 2021).

The above data make it possible to characterize the humanization of education as a process of creating a personally oriented educational environment. It is based on the interaction of all participants in the pedagogical process, recognizing the freedom of personal choice as the initial principle of education and training. Thus, the humanization of education is a multilayered process. It includes the unity of general cultural, social, moral and professional development of the individual and can be considered in theoretical and applied aspects (Singh, Steele & Singh, 2021).

The human-personal approach comprises a set of principles determining the attitude to the personality of the student, and they are based on the ideas as follows:

- a new focus on the personality as the goal of education;
- humanization and democratization of pedagogical relationships;
- rejection of direct coercion as an unproductive method;
- reconsideration of the principle of taking into account students' individual and age features;
- formation of a positive self-concept.

Each of these concepts takes on new significance when considered in the context of modernizing education. The new personality's image implies, in particular, the fact that:

- personality is manifested in early childhood, and, accordingly, a student is a full-fledged personality;
- a person is a subject, not an object in the pedagogical process;
- a personality is the purpose of the educational process, not a means of achieving external goals;
- priority personal qualities are the highest ethical values (kindness, love of work, dignity, patriotism, etc.) (Singh, Steele & Singh, 2021).

Studying the humanization of the educational process focuses on the humanistic orientation of the goals, forms and methods of teaching, the use of humanistic pedagogical technologies. However, the issue of humanizing control over students' learning activities as a significant component remains beyond attention. However, grades play an essential role in a student's learning activities, affect their relationships with teachers, parents, classmates, and the formation of their self-concept, and often cause many conflicts. Students should independently select forms and techniques of control to ascertain the degree of their own academic achievements, investigate their dynamics, and make necessary corrections as a person who is directly interested in the outcomes of their studies. This choice does not mean weakening control; on the contrary, it brings it closer to a higher level – self-control. It should be noted that the process of humanization of education applies equally to learning and training. The modern pedagogical theory has developed criteria for the humanization of particular

aspects of school life, such as forms, methods of teaching, teacher-student relations, etc. (Myburgh, 2022).

It is extremely difficult to create tools for assessing the degree of humanization of the entire learning process in educational institutions since this phenomenon is multilevel and multilayered. The criteria underlying the determination of the optimization degree of the educational process at secondary school classes may include: the development of creative abilities and social qualities of the personality, ensuring a comfortable moral and psychological climate, an atmosphere of mutual trust, mutual respect and mutual responsibility, creation of a social and cultural environment that encourages self-knowledge and self-improvement, consideration of students' individual characteristics and their motivation and needs, the democratization of school management, and motivation of students' learning activities (Betthäuser, Bach-Mortensen & Engzell, 2023).

The humanization of education is a central component of the new pedagogical thinking, which includes a review and reassessment of the pedagogical process' all components in light of the purpose of pedagogical work. Humanizing the relationship between teachers and students also means respect for the child's personality through the school and teachers, trust in the education seeker, acceptance of his personal goals, wishes and interests, creating optimal conditions for developing the child's skills and talents by ensuring the fulfillment of his life (Pacansky-Brock, Smedshammer & Vincent-Layton, 2020), (Sumardi & Nugrahani, 2021).

Methodology

A practical study of modern tendencies in the humanization of relations between the educational process' subjects was conducted by interviewing 209 scientists, as well as 267 teachers and 324 methodologists from local communities in educational work in Vinnytsia, Rivne, Cherkasy, Zhytomyr, and Kyiv regions of Ukraine. The research was conducted using the Survio service. When selecting survey participants, their age, gender, geographic data and professional affiliation were taken into account, as a result of which the sample of respondents corresponded to the teaching staff of the educational institutions on the basis of which the survey was conducted.

The research was conducted in the form of a semi-structured interview, during which a number of questions were asked, in particular, as follows: 1. Evaluate the degree of importance of the aspects of humanistic pedagogy proposed in the list as the most popular modern areas of scientific and methodological research in percentage terms from 0% to 100%. 2. Evaluate the degree of importance of the systemic problems of secondary education proposed in the list that slow down the process of humanization of educational work in general secondary educational institutions in percentage terms from 0% to 100%. 3. Evaluate the degree of importance of the most significant processes proposed in the list that contribute to the implementation of the humanistic content of learning and training in percentage terms from 0% to 100%. 4. Evaluate the degree of importance of the following most relevant rules for creating a quality humanistic developmental environment at school in percentage terms from 0% to 100%. 5. Evaluate the degree of importance of the goals of humanization of education and training of students proposed in the list in percentage terms from 0% to 100%. 6. Evaluate the degree of importance of the most significant areas of educational and methodological training of teachers proposed in the list for the most effective humanization of their relations with education seekers in percentage terms from 0% to 100%.

The questionnaires filled out by the respondents during the survey were analyzed and summarized, strictly observing the accuracy of the survey results. During the survey, respondents' answers were analyzed and the arithmetic mean of all survey participants' answers to each question was calculated. In the course of the survey, the identification data of the survey participants were obtained. At the same time, in agreement with the respondents, the organizers of the survey guaranteed the confidentiality of its participants.

After the research authors summarized the survey's results, the respondents reviewed the data and, having agreed with the final results, gave permission to publish these results.

Results

According to the survey participants' standpoint, currently, in conditions of increased attention to issues of humanization of the educational process in the world, the authors of scientific and methodological developments in this field mostly choose the following aspects as vectors of their studies (Figure 1).

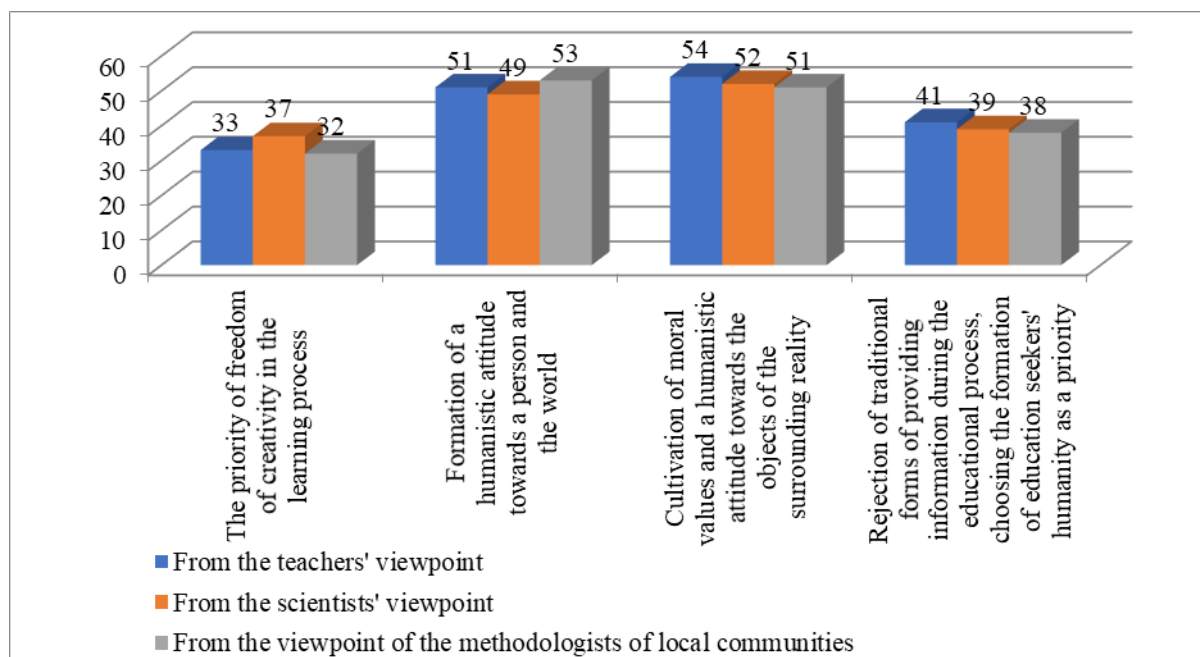


Figure 1. Determining aspects of humanistic pedagogy as the most popular modern directions of scientific and methodological studies, %.

Source: compiled by the authors.

Based on the results of the survey participants' observations, the most popular modern directions of scientific and methodological research nowadays are the formation of a humanistic attitude towards the person and the world and the cultivation of moral values and a humanistic attitude towards the objects of the surrounding reality.

The conducted survey made it possible to establish the primary systemic problems of secondary education, slowing down the process of humanization of educational work at secondary educational establishments (Figure 2).

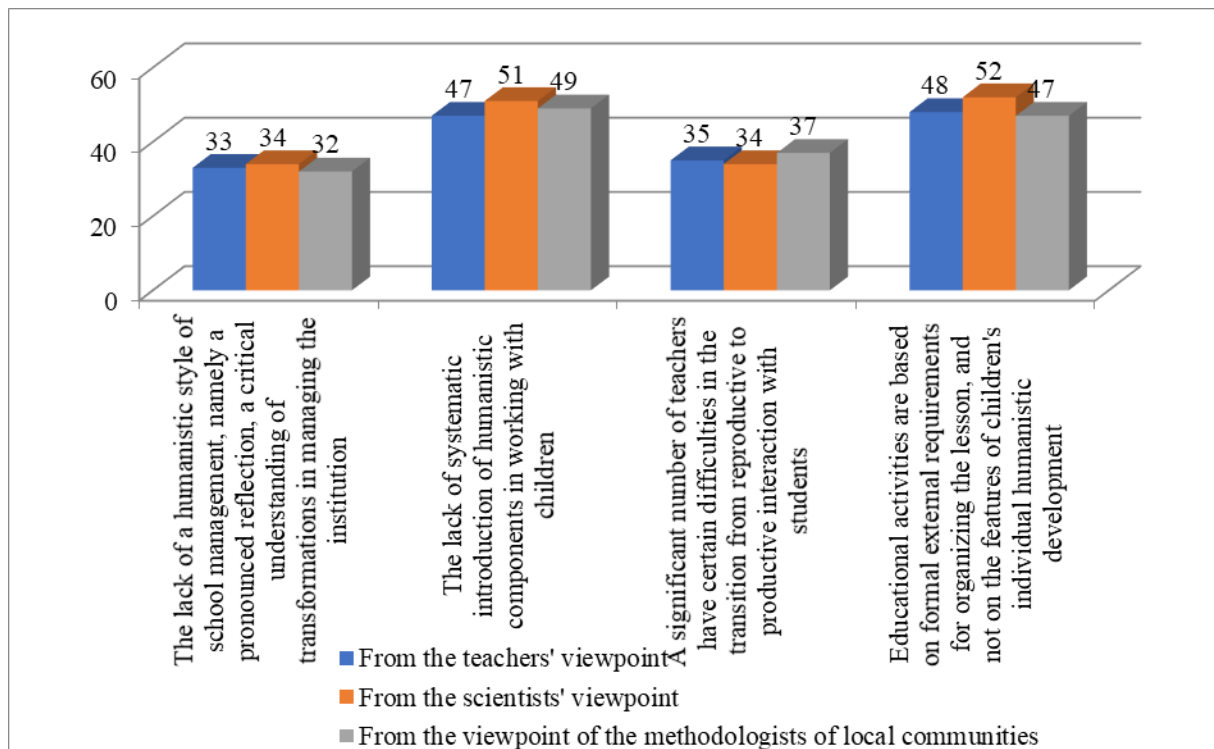


Figure 2. Systemic problems of secondary education, slowing down the process of humanization of educational and educational work at secondary education establishments, %.

Source: compiled by the authors.

According to respondents' standpoint, the lack of systematic introduction of humanistic components in working with children and the widespread formality in organizing the lessons, based on the priority of external requirements for the organization of the educational process, are obstacles to developing humanistic aspects in relations between teachers and students.

The survey also showed that the most important processes contributing to the realization of the humanistic content of education and the personality's cultivation are as follows (Figure 3):

- the presence of humanization in the relations of students and teachers with other people;
- gaining the experience by the student through participating or observing emotionally charged situations and the humanistic behavior of a person in such situations;
- demonstration of the teacher's humanistic position;
- the presence of trust, support and respect toward the education seekers.

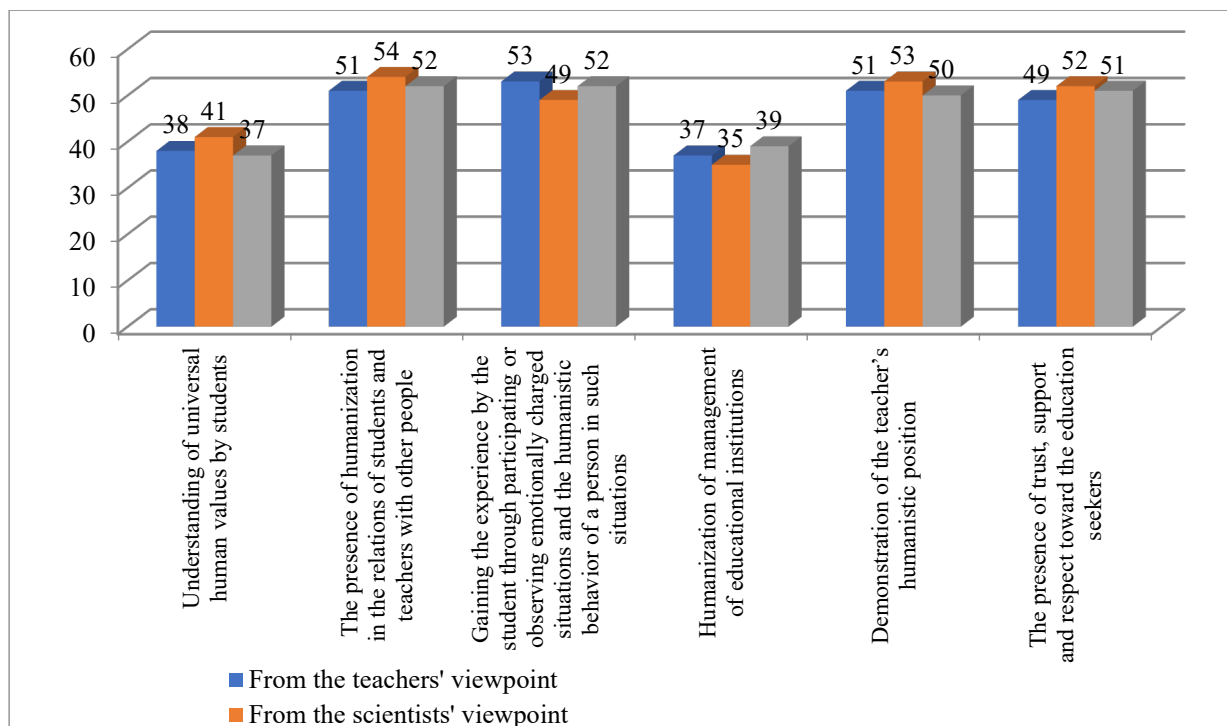


Figure 3. The most significant processes contributing to the realization of the humanistic content of education and the personality's cultivation, %.
Source: compiled by the authors.

The formation of a high-quality humanistic developmental environment at school is a significant basic prerequisite for strengthening and developing humanism in the relations between teachers and students. According to the respondents' standpoint, such an environment should be formed based on particular rules (Figure 4).

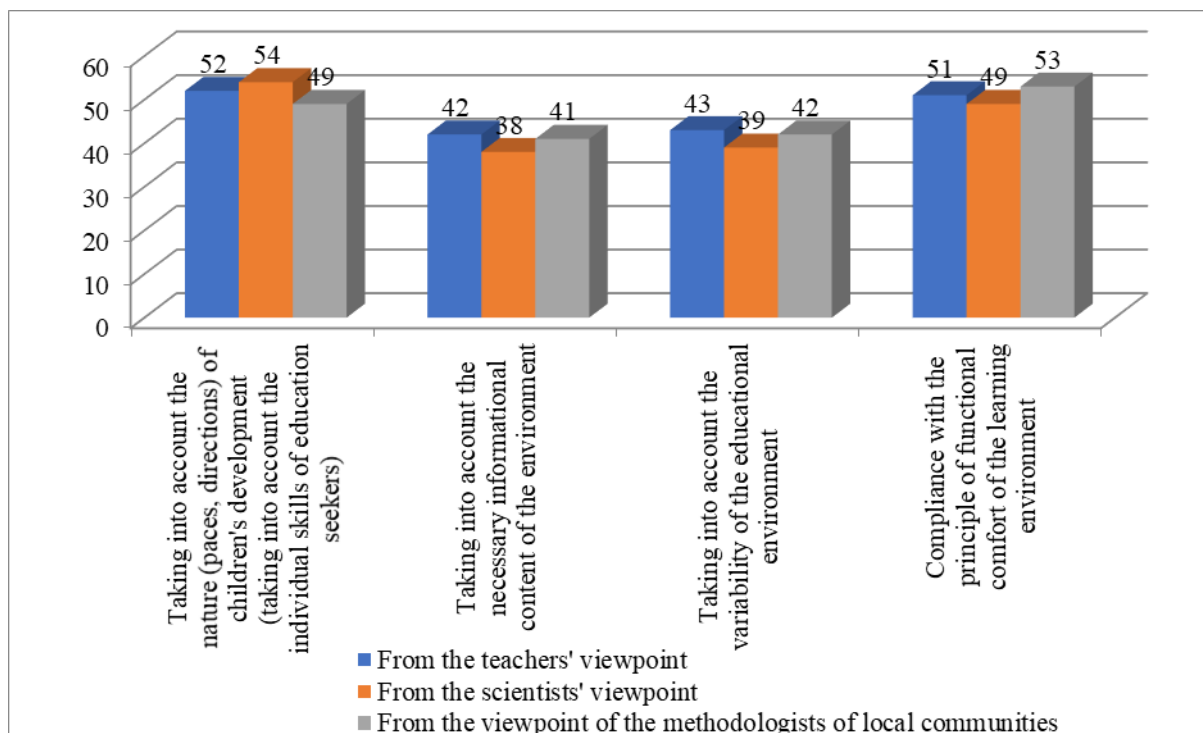


Figure 4. The most significant rules for the formation of a high-quality humanistic development environment at school, %.

Source: compiled by the authors.

The survey results showed that the priority rules that will ensure the formation of a high-quality humanistic development environment at school are the presence of functional comfort in the learning environment and taking into account the character and individual skills of the education seekers.

A particularly important result of the survey is a clarification of the respondents' standpoint regarding the goals of humanizing education and educating students (Figure 5).

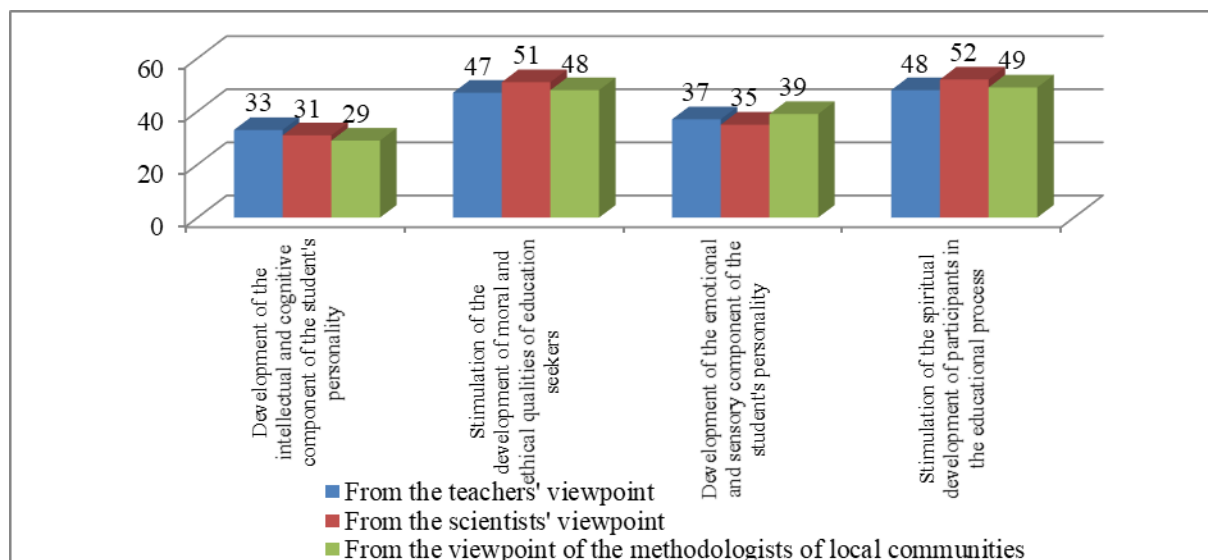


Figure 5. The goals of humanizing education and educating students, %.

Source: compiled by the authors.

Thus, it can be observed from Figure 5 that the primary goals of humanizing relations between teachers and students during educational activities lie in stimulating the development of moral and ethical qualities and spiritual development of participants of the educational process.

The research results made it possible to establish the most significant directions of educational and methodological training of teachers for the most effective humanization of their relations with education seekers (Figure 6).

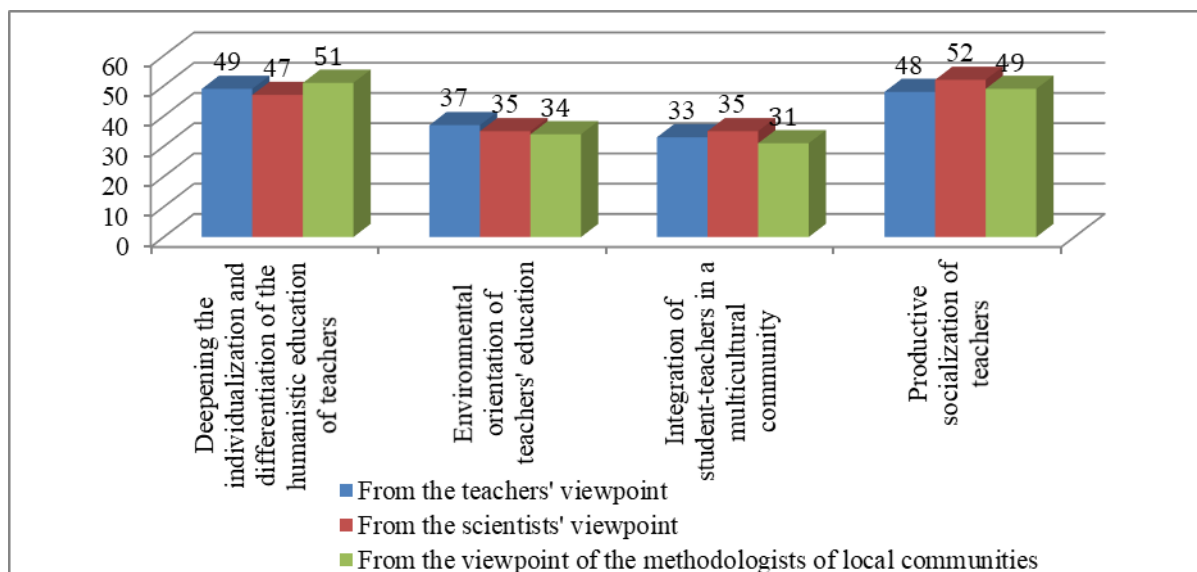


Figure 6. The most significant directions of educational and methodological training of teachers for the most effective humanization of their relations with education seekers, %.

Source: compiled by the authors.

Therefore, as can be seen from Figure 6 that the organization of the educational process and relationship between teachers and students based on the principles of humanism requires productive socialization of teachers and the deepening of individualization and differentiation of humanistic education.

Discussion

Relationships between people are closely related to one or another type of activity, forasmuch as the activity allows the subjects of the relationship to express themselves during communicative interaction. Turning to pedagogical activity as the leading sphere of interaction between teachers and students, it is worth defining it as especially important for school-age children. After all, education seekers' personal qualities, skills and abilities are formed during such interaction. In this aspect, the humanization of communication in educational work is the basis of effective child development. It ensures the formation of ideas about a person's human dignity, attention and respect for others, and the development of a mechanism of perception and understanding of others (García-Moya et al., 2018), (García-Moya, Brooks & Spencer, 2018).

Many scientists understand the humanistic raising of a child as creating the best conditions for his purposeful personal, social and pedagogically significant development, education, enrichment of knowledge and experience, as well as management of this process taking into account the characteristics of the child's development and abilities (Bovill, 2020), (Zhang et al., 2022).

The school nowadays is designed to form a creative personality who trusts his abilities and skills, and is capable of self-education, self-improvement and self-regeneration. In order to fulfill the task outlined, the teacher must be not only a carrier of information, but also a teacher, a psychologist who is able to provide adequate psychological support in cultivating a personality at such a difficult stage of social development. A teacher must create the belief in students that they can live their own lives, help them make decisions, develop strong characteristics and deal with stress. All this is the basis for developing a creative person capable of self-fulfillment in the modern world. Therefore, the goal of modern teachers' activities should be to search for and create a system of methods and forms of work that form the ability to acquire knowledge independently and have the desire to use the acquired knowledge (Flores-Vivar & García-Peñalvo, 2023), (Chen et al., 2021).

Humanism, in its broadest sense, is a system of ideas and views regarding a personality as the highest value, which is characterized by such features as respect for the freedom and dignity of each person, taking into account the interests, needs and individual characteristics of each person, concern for human happiness, personal self-improvement, high moral relationships between people. In a narrower sense, it is an improved current of Western European culture, which aims to establish respect for human dignity and reason, its right to earthly happiness, free expression of natural human feelings and skills (Betthäuser, Bach-Mortensen & Engzell, 2023), (Myburgh, 2022).

Humanistic pedagogy should create prerequisites for the child to feel free and possess free choice tactics. After all, the responsibility for one's life begins with awareness of an active role in forming personality traits (Dwivedi et al., 2022), (Kye et al., 2021).

Conclusions

Therefore, the analysis of the scientific literature on the research topic and the questionnaire results showed that the formation of universal value orientations and humanistic relations of teachers and education seekers is a significant prerequisite for the personality's harmonious development and the success of many areas of their life in the future. Humanistic education requires the teacher to be guided by humanistic values. In particular, the teacher shows and develops his best characteristics in interaction with the child, accepts the child as he is, creates an atmosphere of trust, benevolence and sensitivity, and shows sympathy and empathy.

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