

Mechanisms of Managing Social Development in the Conditions of War in Ukraine

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Abstract: The rationale for a management decision aimed at social development should be based on the results of a formalized description of the behavior of the modeled process or phenomenon. It is necessary to identify the optimal behavior of the modeling object, which can be based on the conditions of implementing the optimal strategy of the enterprise's behavior depending on the market conditions and labor activity of employees. Thus, the management decision aimed at the social development of the enterprise should be justified from the perspective of financial support and consider the interests of both the employer and the hired employees. Considering that in economic conditions, industrial enterprises should not only make financial incentive payments to personnel from profits, it is necessary to justify the need and possibility of rewarding employees for quality work. Therefore, developing an optimal strategy of enterprise behavior in the person of the administration, based on calculating the prices of pure strategies and optimizing their frequency of alternation, will allow for determining the enterprise's costs for providing social benefits and services to employees. In this case, management decisions aimed at encouraging employees are justified from the perspective of the financial resources of the enterprise, and staff motivation can improve through the effective work of the enterprise's personnel. Thus, in authors' opinion, the main task of the social development of the organization is the optimization of the processes of social development and, as a result, the implementation of the social development plan of the enterprise in the form of a social passport, which, on the one hand, should be detailed enough to timely anticipate and solve emerging problems, as well as to coordinate the efforts of various departments and specialists. On the other hand, the organizations' social development plan should be flexible enough to allow managers to respond to unexpected disruptions from the external environment.

Keywords: Economic management, Economy, Project economy, Public administration, Social sector.

1. INTRODUCTION

Globalization as a new type of social development today raises more questions than answers. For every person around the world, no matter what national state they represent or what global structures they interact with, the challenge is to understand the patterns of globalization's impact on the development of the modern world, as it leads to a new geo-strategic reality, the establishment of new value axes, a qualitative change in the world's principles and structure, and the modernization of social, political, economic, and public administration systems.

Over the past few years, globalization has become one of the most popular concepts in various fields of scientific knowledge. Still, a unified conceptual system of views on understanding its essence and nature of influence has yet to be formed. Thus, the polarization of globalization theoretical structures today calls into question the possibility of developing a coherent theoretical vision of how globalization is

understood, the patterns of its impact, and the prospects for global development. Moreover, it allows identifying globalization with a social myth that replaces the great utopias of the XX century.

With globalization, the world is entering a new reality that requires it to live according to the principles of "global online," *i.e.*, to develop along with other states and to create a global public policy following the technology already tested by the leading states of geopolitical development. As a result of such a total impact of globalization, the specifics of world development are changing. Traditional forms of social organization are undergoing transformational and modernization changes. They are being replaced by global society, global information society, global mass society, network society (community of network structures), and global risk society. Globalization is dramatically changing the national state's place, role, and functions, which is being replaced by the worldwide state represented by transnational corporations. As a result, the model of a "global," "strong," or even "corporate" state is increasingly being discussed. However, the hopes of most globalism ideologues scholars are in vain, as they argue that the nation-state in its traditional sense can

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be replaced by transnational corporations, which are supposed to act as representatives of national states' interests.

At the present stage of social development, new trends indicate the emergence of the "reverse," i.e., alternative forms of globalization that can replace it and reformat the modern world's architects. For modern humanity, the question of which path it will take if the previous world order is destroyed and whether it will be able to find an identical alternative to globalization is highly relevant. For each national community, it is especially important to realize whether to stick to the traditional version of social development or to choose how to adapt to the new reality. The answer to this question naturally lies within the historical experience, the specifics of the national state's policy, and most importantly, its ability to offer an alternative form of development corresponding to its mentality. Moreover, it can be imposed if the state's potential allows it, and thus the state will be able to position itself as a "powerful" and competitive state in the world. Social protection of individuals is needed in all spheres of society broadly. Instead, social sphere development should be carried out in the following areas: reforming the range of needs in each area of the social sphere while maintaining a high-quality level of services; financing should be managed both at the expense of the state and local budgets; extra-budgetary funds should become the predominant source of financing for social sphere development. As a result, the main directions of improving the financial and economic state of the social sphere and management activities while ensuring personal safety are as follows:

- constantly meeting increasing growth rates of capital investments, i.e., investment policy;
- financial, economic, and organizational indicators, rationalization, and interconnected functioning of infrastructure systems at various levels;
- a significant expansion of relations within the social infrastructure sector;
- deepening the processes of decentralization, privatization, municipalization, and democratization in the social sphere;
- overcoming the imbalance in the consumer market of social goods, etc.

Many trends and factors of social development influence public administration. The processes of public administration play the leading role among them for the external environment: globalization and its challenges, the transition of modern society to the post-industrial information stage of development, its democratization and human emancipation, as well as internal drivers of public administration development as a sphere of human activity. Thus, the main factors for the transformation processes of the national public administration system are social, economic, political, ethical, and mental changes. Also, the most critical factor is the formation of a post-industrial information and communication global civilization. The changes taking place at the present stage in the public administration system are multidimensional and comprehensive. The reasons for these changes are generally educational, global changes, and changes in economic theory, technology, and private and public sectors.

This article aims to study the mechanisms of public administration of social development in the context of globalization changes.

Reconstruction and development of Ukraine after military aggression will require the use of traditional and innovative tools, as was the case with other countries after World War II. The investment resources of highly developed countries played an important role in the reconstruction of Europe and supported its economy, but this process had its limitations. Therefore, a program of technical and economic assistance was developed - the Marshall Plan, which contributed to the support and recovery of the European economy. Similarly, the world's leading countries are developing plans for the recovery of Ukraine, which is integrating and moving towards joining the EU. Key principles of international aid for reconstruction include the creation of a separate agency under the auspices of the EU to coordinate and manage aid, assistance in the form of foreign capital and technology, mainly in the form of grants, as well as considering future sustainable development. There are several potential sources of funds for the recovery of Ukraine. The first is bilateral aid from different governments in the form of grants, loans, credit guarantees or in-kind contributions. This assistance is available through agencies such as USAID and SIDA. The second is international institutions, in particular the World Bank, the European Bank for Reconstruction and Development, other institutions specializing in development assistance, as well as the United Nations and humanitarian organizations. The International Monetary Fund can also provide short-term financing. The third is private companies and individuals, such as private foundations and individuals, as well as the Ukrainian diaspora. Finally, one could consider Russia's current revenues from oil and gas and direct part of these revenues to a compensation fund or collect a tax on them, which will be collected by the EU to compensate for the grants provided for the reconstruction of Ukraine. Therefore, it is expedient to consider the mechanisms and the implementation of these mechanisms through special international institutions that can ensure the effectiveness of post-war recovery processes of Ukraine.

The purpose of the article. Therefore, considering the relevance and practical significance of the outlined problem of the post-war reconstruction of Ukraine both for the national economy and for the economy of Europe and the world, it is advisable to develop recommendations for the formation of effective mechanisms for ensuring the post-war reconstruction of the economy, taking into account the possibilities of international partnership.

To achieve the goal of the study, the following tasks were performed:

- an analysis of models of post-war reconstruction of the country was carried out using the example of countries that were destroyed during the Second World War,
- the problems of the development of the economic system of Ukraine, which are related to Russia's military aggression and post-war reconstruction, are identified;

- KPI models of managing the economic system, which consider the resulting factors of activity, have been developed;
- the weighting coefficients for the resulting factors that affect the efficiency of financial and economic systems are determined;
- developed an integral coefficient for evaluating the economic system's effectiveness;
- calculations were made and a geographical map of the zoning of the regions of Ukraine was presented based on the indicator of the integral coefficient of the evaluation of the effectiveness of the economic system;
- mechanisms for providing investments to the regions of Ukraine that need reconstruction have been developed, in accordance with the potential opportunities of the international community.

2. LITERATURE REVIEW

Contemporary researchers have widely covered the issues of society's social development. For example, they analyze the following challenges:

- social management;
- characterize the management of the social development of enterprise employees;
- study labor economics and sociology;
- define the management of the social development of enterprise staff;
- highlight the role of the management team in the course of the social development of a company;
- describe the management of corporate social development when the organization changes the social conditions for its employees;
- consider social development in terms of enterprise organizational culture, and so forth (Suprun, 2009; Sofii, 2020; Samokhodskyi, 2022; Ostrolutska, 2022; Libanova, 2006, 2010; Diachenko, 2022; Herasymenko, 2012; Vyshlinsky et al., 2022).

The social development of an enterprise means a change for the better in its social environment. In general, it includes the entire complex mechanism that drives the consistently evolving human activity, needs, interests, motives, and goals that lead people to work, specify the business orientation, and value attitudes of the staff (Novak et al., 2022). Therefore, management of the social development of an enterprise is a set of methods, techniques, and procedures that allow solving social problems based on a scientific approach, knowledge of the regularity of social processes, accurate analytical calculations, and verified social standards (Bondarenko et al., 2022). In fact, it is an organizational mechanism for pre-thought-out, predictable, multilateral, i.e., systematic and comprehensive impact on the social environment, using various factors that affect it (Williams, 2005; Tzifakis, 2002; Popov et al., 2021; Lewarne et al., 2004; Latysheva et al., 2020; Lally, 2023; Kryshtanovych et al., 2021; Irtysheva et al., 2020; Iatsyshyn et al., 2020; Coyne,

2005; Coulomb, 2004; Collier, 2002; Bakhov et al., 2021; Arnold, 1990; Akimova et al., 2020).

Social development administration is a particular type of social activity (Koliadenko et al., 2022). It is a complex element of the organization's holistic management. When implementing its primary goals, any enterprise has to pay attention to social conditions and manage its social development (adequately responding to external social conditions). Social development of an enterprise is an activity aimed at developing and improving conditions for the humanization of work and the quality of working life, which are tools for human resources enhancement.

3. METHODOLOGY

While working on this research, the authors used the following general scientific methods: comparative, correlative, analytical, and historical.

4. RESULTS AND DISCUSSIONS

The development of effective administrative mechanisms plays a vital role in preventing and addressing globalization's challenges. One way or another, the modern world has to accept the inevitability of contemporary globalization processes. Still, to minimize their adverse impacts, it is necessary to develop mechanisms to prevent them. One of the critical mechanisms for solving and avoiding global challenges is developed cooperation between states in the political, economic, humanitarian, information, and military spheres. A new basis for such collaboration involves coordinating states' stances to develop "predictive development scenarios," "probable models of the future," and "scenario models of the future" that will ensure the solution of global problems of social development on a worldwide scale. With globalization, each state is trying to create its own tools for solving contemporary global issues, relying on the support of other states. The reason behind it is that the current global challenges are deterministic by nature, and as soon as one problem is solved, another, more complex one appears. If the state is not ready to resolve the problem in time, the system of social development may be destroyed.

Globalization is not only an inevitable but also a necessary process. Moreover, it represents a particular cultural system that allows for transferring and exchanging knowledge between generations and nations. The latter, in turn, is evidence that globalization leads to a kind of national openness, whose primary tool is to solve problems that make it possible for one nation to be fully connected and dependent on another. Indeed, under such conditions, everything changes, including the public administration system, disappearing traditional borders, and creating entirely new forms of connections between nations.

Nowadays, an essential condition for globalization is forming a common political space, which, in turn, should ensure the development of a common political language that would serve as the basis for mutual understanding between the world's cultures. Otherwise, the political dialogue of civilizations remains at the level of nominal structures and, in any case, will not be able to act as an actual political practice for the effective states' development in the XXI century.

Globalization processes put forward new requirements to the system of national public administration systems' functioning. They should become an adequate and effective means of resolving complex intercultural contradictions, especially those arising within the harmonization of mechanisms of national states' joint functioning in the global space, and, consequently, harmonization of relations between states and setting up effective forms of interaction, which to some extent can contribute to ensuring openness and transparency in the sphere of international relations. In the context of improving market relations, the business administration should make sound management decisions that best enable it to achieve the company's goals and encourage employees to work in a highly productive and high-quality manner. The effectiveness of management decisions ensures that all factors of their development and implementation are adequately addressed.

Much attention is paid to making management decisions aimed at the social development of an enterprise, which is vital due to the formation of a socially oriented market economy in Ukraine. Therefore, nowadays, there is a need to implement the process of social development management based on making optimal management decisions that will satisfy the interests of both the enterprise administration and employees.

An effective management decision will be considered optimal according to the criteria of maximizing the result and minimizing its implementation costs. An optimal management decision aimed at solving the problems of social development of an enterprise involves implementing a set of measures:

Studying the problem and setting the task; collecting and analyzing the necessary information; determining the nature of the relationships between the task parameters.

Determination of the management quality criterion in such a way that its extreme value corresponds to the best situation in terms of achieving the goal of social development of the enterprise

Identification of constraints and conditions that determine the permissible areas of operation of the social development management system and changes in its specific settings.

Building a model or a system of models to find a solution to the problem, choosing a method for solving the problem, and developing an algorithm.

Development and analysis of alternative options using an economic and mathematical model and selection of optimal solutions aimed at the social development of the enterprise.

Setting and solving the tasks of optimizing management decisions aimed at the enterprise's social development involves addressing the following principles:

- the principle of setting goals for the enterprise's and employee's social development;
- the principle of clearly formulating the optimality criterion into a single option;
- the principle of optimal functioning of each element of the enterprise social development management system;

- the principle of a hierarchical approach to building a set of models that reflect the process of managing the social development of the enterprise;
- the principle of taking into account the dynamics of the processes and systems under study, as well as the limitations imposed on the resources and parameters of the social development management system;
- the principle of continuity of social planning, i.e., the possibility of repeated recalculation of the task over time;
- the principle of the possibility and expediency of formalizing the task of social development management with the help of mathematical methods.

Developing economic and mathematical models for managing the enterprise's social development requires correctly selecting the criteria for management quality (target function), such as:

- assess the main goal and tasks of social development management;
- to consider changes in the studied parameters of the administrative system, with insignificant changes in the studied operations;
- to identify a single criterion from the set of standards for studying a set of tasks;
- to ensure the simplicity of the criterion description when taking into account the results of all the main existing operations of the task;
- to include the modeled management process's dynamics or make assumptions when describing the static process behavior.

The task of enterprise social development administration is characterized by the presence of nonlinear links, local extremes, random elements, and the need to consider administrative tasks in dynamics to ensure the reliability of information as the warning period increases. Therefore, the main directions for overcoming difficulties in the decision-making process based on modeling the social development administration process include the following:

- matching the models and methods used with the reliability of the information used and the form of connection between variables and parameters;
- use of heuristic methods and a combination of economic and mathematical methods in solving specific sub-tasks of social management, as well as the use of various types of economic and mathematical analysis;
- application of approximate methods in combination with regular and random search methods;
- development of extremum search algorithms based on the specifics of the social development management tasks being solved;
- simplifying the complexity of the problem by dividing it into separate sub-tasks and building a hierar-

chical structure of the model system for managing an enterprise's social development.

The development of management decision-making includes methods and techniques for performing operations necessary for creating administrative decisions. These include methods of analyzing and processing information and even selecting options for action. Adopting a management decision involves choosing an acceptable option that should be fixed within a set of alternative options for resolving an existing situation. The implementation of administrative decisions is carried out within the framework of the current organizational structure of the enterprise management and is aimed at achieving the planned result. The optimization of administrative decisions implies the reduction of costs for the implementation of such processes and the achievement of the desired goal of the enterprise's social development. An optimal executive decision allows for achieving the desired result in the shortest possible time with minimal financial, labor, physical, and information resources. At the same time, an optimal decision can be made only when there is an alternative. Therefore, it implies developing a set of management decision options that allow obtaining the desired result in alternative variants with similar goal setting and resource provision.

5. CONCLUSIONS

The reasoning behind a management decision aimed at social development should be based on the results of a formalized description of the behavior of the modeled process or phenomenon. In this case, it is necessary to identify the optimal behavior of the modeled object, which can be based on the conditions for implementing the optimal strategy of the enterprise's behavior depending on the market conditions and employees' labor activity. Thus, making a management decision aimed at the enterprises' social development should be justified in terms of financial support and consider the employer's and employees' interests. Furthermore, since industrial enterprises have to finance incentive payments to their staff out of their profits, it is necessary to justify the conditions and possibilities of rewarding employees for their high-quality work. Therefore, the development of an optimal strategy for the behavior of the enterprise represented by the administration, based on the calculation of the prices of clear strategies and optimization of the frequency of their alternation, will allow for determining the costs of the enterprise for the provision of social benefits and services to employees. At the same time, managerial decisions aimed at encouraging employees are justified in terms of the financial resources of the enterprise, and staff incentives can be improved due to the effective work of the enterprise's personnel.

Thus, the main task of the social development of an organization is, in our opinion, optimization of social development processes and, as a result, implementation of the enterprise social development plan in the form of a social passport, which, on the one hand, should be sufficiently detailed to anticipate and solve emerging problems in time, as well as to coordinate efforts of various departments and specialists. Nevertheless, on the other hand, the social development plan of enterprises should be flexible enough to allow managers

to respond to unexpected perturbations from the external environment.

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