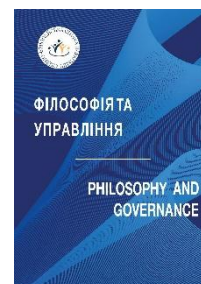




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Management Regulation of Socio-Economic Contradictions in the Recreational Industry

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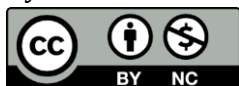
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ABSTRACT

The article examines the features of the managerial regulation of socio-economic contradictions in the recreational industry and determines their role in ensuring the sustainable functioning and development of the industry. The article aims to substantiate scientific and practical approaches to the managerial regulation of socio-economic contradictions in the recreational industry. The methodological basis of the study is philosophical, general scientific theoretical and empirical methods of scientific knowledge, in particular dialectical and metaphysical approaches, methods of logical analysis, abstraction, analogy, generalization, analysis and synthesis, induction and deduction, as well as analysis of factual data and observation results. It is substantiated that the contradictions between the owners of the means of production in the recreational industry are characterized by a high level of regulation at the micro- and macro-levels of management due to the combination of intra-organizational coordination mechanisms and external institutional regulators. It has been proven that the exacerbation of socio-economic contradictions is an important internal factor for the development of the recreational industry, as it stimulates the disruption of the dynamic equilibrium of the system, activates adaptation processes, and necessitates the implementation of regulatory measures aimed at restoring its stability, balance, and increasing the efficiency of its functioning.

KEYWORDS

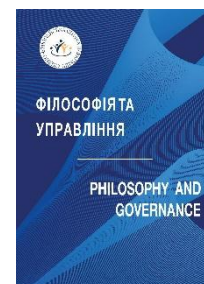
management regulation, recreational industry, socio-economic contradictions, efficiency, effectiveness.



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Управлінське регулювання соціально-економічними протиріччями у рекреаційній індустрії

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СТАТТЯ	АНОТАЦІЯ
Дослідницька DOI: 10.70651/3041-248X/2026.4.13 Отримана: 10.03.2026 р. Прийнята: 14.04.2026 р. Опублікована: 18.04.2026 р. Авторське право © 2026 автора Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).	У статті досліджено особливості управлінського регулювання соціально-економічних протиріч у рекреаційній індустрії, визначено їх роль у забезпеченні сталого функціонування та розвитку галузі. Метою статті є обґрунтування науково-практичних підходів до управлінського регулювання соціально-економічних протиріч у рекреаційній індустрії. Методологічну основу дослідження становлять філософські, загальнонаукові теоретичні та емпіричні методи наукового пізнання, зокрема діалектичний і метафізичний підходи, методи логічного аналізу, абстрагування, аналогії, узагальнення, аналізу й синтезу, індукції та дедукції, а також аналіз фактичних даних і результати спостережень. Обґрунтовано, що протиріччя між власниками засобів виробництва у рекреаційній індустрії характеризується високим рівнем регульованості на мікро- та макrorівнях управління завдяки поєднанню внутрішньоорганізаційних механізмів координації та зовнішніх інституційних регуляторів. Доведено, що загострення соціально-економічних протиріч є важливим внутрішнім чинником для розвитку рекреаційної індустрії, оскільки стимулює порушення динамічної рівноваги системи, активізує адаптаційні процеси та зумовлює впровадження регуляторних заходів, спрямованих на відновлення її стійкості, збалансованості та підвищення ефективності функціонування.
	КЛЮЧОВІ СЛОВА управлінське регулювання, рекреаційна індустрія, соціально-економічні протиріччя, ефективність, результативність.

1. Introduction

The current stage of development of society is characterized by an increase in the scale and intensity of crisis and conflict processes of social, economic and natural nature. The emergence and manifestation of these phenomena is due to the aggravation of contradictions both between the subjects of social relations and between society and the natural environment, arising as a result of the implementation of socio-economic activities. The presence of these relationships actualizes the need for their scientific understanding and development of theoretically grounded approaches to the management of socio-economic contradictions.

The solution of this problem involves the formation of an appropriate system of scientific knowledge. Scientific achievements are traditionally perceived as a set of interdependent components that combine the ideals and norms of scientific research, the scientific picture of the world and the philosophical basis. The ideals and norms of research determine the methodological principles and methods of scientific knowledge that allow obtaining objective information. The publicly available scientific picture of the world and philosophical foundations form theoretical knowledge, determining conceptual approaches to the further interpretation of the phenomena and processes under study.

In the recreational industry, which is the object of this study, socio-economic contradictions inherent in modern industry systems arise. Their occurrence affects the efficiency of the functioning of recreational entities, which necessitates timely identification, regulation and containment within the limits that do not impede sustainable development. Therefore, the study of theoretical, methodological and applied aspects of managerial regulation of socio-economic contradictions in the recreational industry acquires special scientific and practical significance.

2. Literature Review

Several publications are devoted to the study of socio-economic components of regional development [2; 6; 14; 18]. However, none of these industries is exempt from the pro-life relations in production relations. Some recommendations on managerial regulation are highlighted by the authors for certain economic sectors [15; 23; 25; 36]. Our previous research was devoted to various aspects of management in the recreational industry [32-35]. In turn, the selection of effective scientific and practical approaches for the managerial regulation of socio-economic contradictions in the recreational industry requires further solution.

3. Problem Statement

The purpose of the study is to substantiate scientific and practical approaches for managerial regulation of socio-economic contradictions in the recreational industry.

4. Methods and Materials

The methodological basis of the study was philosophical, general scientific, theoretical and empirical methods of scientific knowledge. Dialectical and metaphysical methods are used as a philosophical basis, providing a comprehensive understanding of the patterns of development of the phenomena under study. The theoretical basis of the study was formed by the methods of logical analysis, abstraction, analogy, generalization, analysis and synthesis, as well as induction and deduction, the use of which made it possible to formulate the conceptual apparatus, substantiate hypotheses and identify cause-and-effect relationships. The empirical base was made up of the results of observations, analysis of factual data and other sources of information used to verify and confirm the conclusions formulated. The complex application of these methods provided scientific validity in the study of managerial regulation of socio-economic contradictions in the recreational industry.

5. Results and Discussion

Since the second half of the XX century, economic theory has been expanding its understanding of the nature of economic behavior, due to the recognition of the significance of not only rational, but also emotional and psychological, including unconscious factors in economic decision-making. Overcoming

this Contradiction requires addressing alternative concepts of human nature and their integration into the methodological apparatus of economic science. In this regard, the study of the category of economic subject as one of the key elements of the formation of the modern economic paradigm is of particular importance. Since the economy is a system of social relations based on the interaction of people and conditioned primarily by economic ties, its study is impossible without taking into account the achievements of related social sciences. In particular, the provisions of economic theory, revealing the influence of psychological factors on economic behavior, are reflected in the theory of John Maynard Keynes [16] about the marginal propensity to consume and save, according to which economic decision-making is determined not only by objective economic conditions, but also by the emotional and psychological characteristics of subjects. This indicates the need for an interdisciplinary approach that combines the achievements of economics, philosophy, psychology and other social sciences regarding the patterns of socio-economic development.

A person realizes himself through socio-economic activities, interacting with other people and social groups. In the process of such interaction, social relations are formed, in which their interests, needs and values are manifested. Social activity is a set of purposeful actions of subjects focused on changing behavior, attitudes and social interactions in the form of the use of certain forms, methods and mechanisms of influence. Economic activity that encompasses the processes of production, distribution, exchange and consumption of tangible and intangible goods, aimed at satisfying social and individual needs. These regularities are fully manifested in the recreational industry, where the interaction of numerous subjects, including: consumers, producers of recreational services, public authorities, territorial communities and other participants, is accompanied by a clash of various economic and social interests. It is the contradiction of these interests that is one of the key sources of socio-economic contradictions that determine the features of the functioning and further development of the recreational industry. Therefore, the study of socio-economic processes should be based on an interdisciplinary approach that integrates the provisions of economic theory, sociology, political science, cultural studies and other social sciences, which allows to comprehensively reveal of the patterns of formation, development and regulation of social relations in the field of recreational activities.

Society forms a complex socio-economic system, the study of which is based on the provisions of the general theory of systems and the system approach, which provide a comprehensive study of the structure, functions, relationships and patterns of development of its elements. The system approach acquires special significance in the study of the recreational industry, which is considered as an open socio-economic system, the functioning of which is determined by the interaction of many subjects, institutions and factors of the internal and external environment. The controlled nature of social systems necessitates the use of scientific provisions of the theory of management, which allow studying the mechanisms of managerial regulation of socio-economic processes and contradictions to ensure the sustainable development of the industry. In this regard, the formation of theoretical and methodological foundations of the study of the recreational industry involves the integration of the fundamental provisions of economic theory, the general theory of systems, the theory of management, as well as the achievements of other social sciences. Together with philosophical, theoretical and methodological foundations, such an interdisciplinary approach forms a holistic methodological basis for the study of socio-economic systems and processes occurring in the field of recreational activities.

In the social system, its elements are combined into relatively homogeneous groups, between which both homogeneous and heterogeneous relationships are formed, due to the need to ensure the life of society and meet various social needs. The nature and content of these relationships are determined by the types of human activity, within which the corresponding social, economic, organizational and institutional relations are formed. In the conditions of the functioning of the recreational industry, these relations are manifested in the process of interaction of subjects of recreational activity, forming a complex system of interdependencies that directly affect the efficiency of the industry's development and the nature of socio-economic contradictions.

According to generalizations [8; 13; 19; 28], human relations are a system of stable interconnections and interdependencies that are formed between individuals, social groups, organizations and various social communities, as well as within these social formations in the process of economic, political, cultural and other types of social activities, the implementation of social functions, statuses and role behavior. In fundamental works on economic theory [3; 4; 22], economic activity is considered as a continuous process of social reproduction, which includes interrelated stages of

production, distribution, exchange and consumption of material and intangible goods. From the standpoint of the dialectical approach, these stages form a single system that ensures the creation, movement and use of economic goods. Regardless of their material form or intangible nature, the results of the reproduction process belong to the category of economic goods, since they have consumer value and are aimed at satisfying social and individual needs. These regularities are fully characteristic in the recreational industry, in which the object of reproduction is mainly intangible recreational services that ensure the restoration of physical, intellectual and emotional resources of a person. The functioning of the recreational industry is based on the use of economic goods as intermediate consumption (natural, labor, financial, informational and infrastructural resources) necessary to create the final recreational product that satisfies the needs for recreation, health, tourism and improving the quality of life.

Unlike material goods, which can be accumulated and used in subsequent reproductive cycles, recreational services, as a type of intangible goods, are consumed directly in the process of their provision and are not subject to accumulation, except knowledge, technologies and information resources that ensure the development of the industry. At the same time, the creation of a recreational product is impossible without the use of material economic goods – infrastructure facilities, equipment, vehicles and other resources, as well as natural goods, such as climatic conditions, forests, water bodies, healing mineral springs, landscapes and other natural recreational resources, which are not the result of human labor, but are a necessary basis for recreational activities. An important criterion for distinguishing economic priorities and natural benefits is the participation of human labor in the creation, transformation and involvement in economic turnover, which in the recreational industry is manifested in the process of forming a complex recreational product, taking into account the combination of natural potential and results of economic activity.

When determining the content of the categories of “effectiveness” and “efficiency”, the concepts of “result” and “effect” are of key importance, the distinction of which is based on accounting for the amount of resources used. If effectiveness characterizes the degree of achievement of the set goals, then efficiency reflects the ratio of the effect obtained and the resources spent to achieve it. According to ISO 9000:2000 series standards [11], performance refers to the degree to which the planned activities are carried out and the planned results are achieved. This approach is of particular importance for the recreational industry, where the performance of the entities is determined by the level of achievement of strategic and operational goals, including meeting the recreational needs of the population, improving the quality of services, ensuring the sustainable use of recreational resources and the socio-economic development of territories. Therefore, the higher the degree of achievement of the planned goals in the process of functioning of the recreational industry, the higher the level of its effectiveness, while the assessment of efficiency requires additional accounting of the costs of natural, labor, financial, informational and other resources used to obtain the relevant results.

Assessment of the functioning of the socio-economic system necessitates the allocation of different types of effectiveness, which reflect both economic and social aspects of its development. As for the recreational industry, economic efficiency characterizes the level of creation and implementation of recreational services based on the labor resources involved in that production, while social efficiency reflects the degree of satisfaction of the recreational needs of the population in the form of consumption of end-purpose services. The interconnection of these indicators determines the expediency of a comprehensive consideration of the categories of effectiveness and efficiency within the framework of a single concept of economic efficiency of the functioning of the recreational industry. In this case, the economic criterion of efficiency is the financial results of the activities of industry entities, primarily the profit received in the process of creating and selling recreational services, while the social criterion is determined by the level of social utility, which is expressed in improving the quality of life of the population, the availability of recreational services, the restoration of human capital, as well as the preservation of part of the available income of consumers after satisfaction. This approach allows us to evaluate the activities of the recreational industry both from the standpoint of economic return and from the point of view of achieving socially significant results that ensure the sustainable development of the industry and society as a whole.

In the recreational industry, the volume of provided and sold recreational services, as well as the scale of their final consumption, are quantitative characteristics of the results of the reproductive process. The qualitative assessment of this process is determined by the economic efficiency of the activities of the subjects of the recreational industry and the social efficiency of the consumption of recreational services, which is manifested in the degree of satisfaction of the population's needs for

recreation, recovery, restoration of labor potential and improvement of the quality of life (Fig. 1). The growth of production and consumption of recreational services contributes to an increase in the financial results of business entities, and also has a positive impact on the well-being of the population through the preservation and increase of human capital, increase of labor productivity and rational use of available incomes. In this regard, it is advisable to consider the effectiveness of the recreational industry as a complex characteristic that reflects the quantitative and qualitative results of the reproduction of recreational services, correlated with the volume of natural, labor, financial, material, technical and information resources used, as well as with the level of satisfaction of consumer needs.

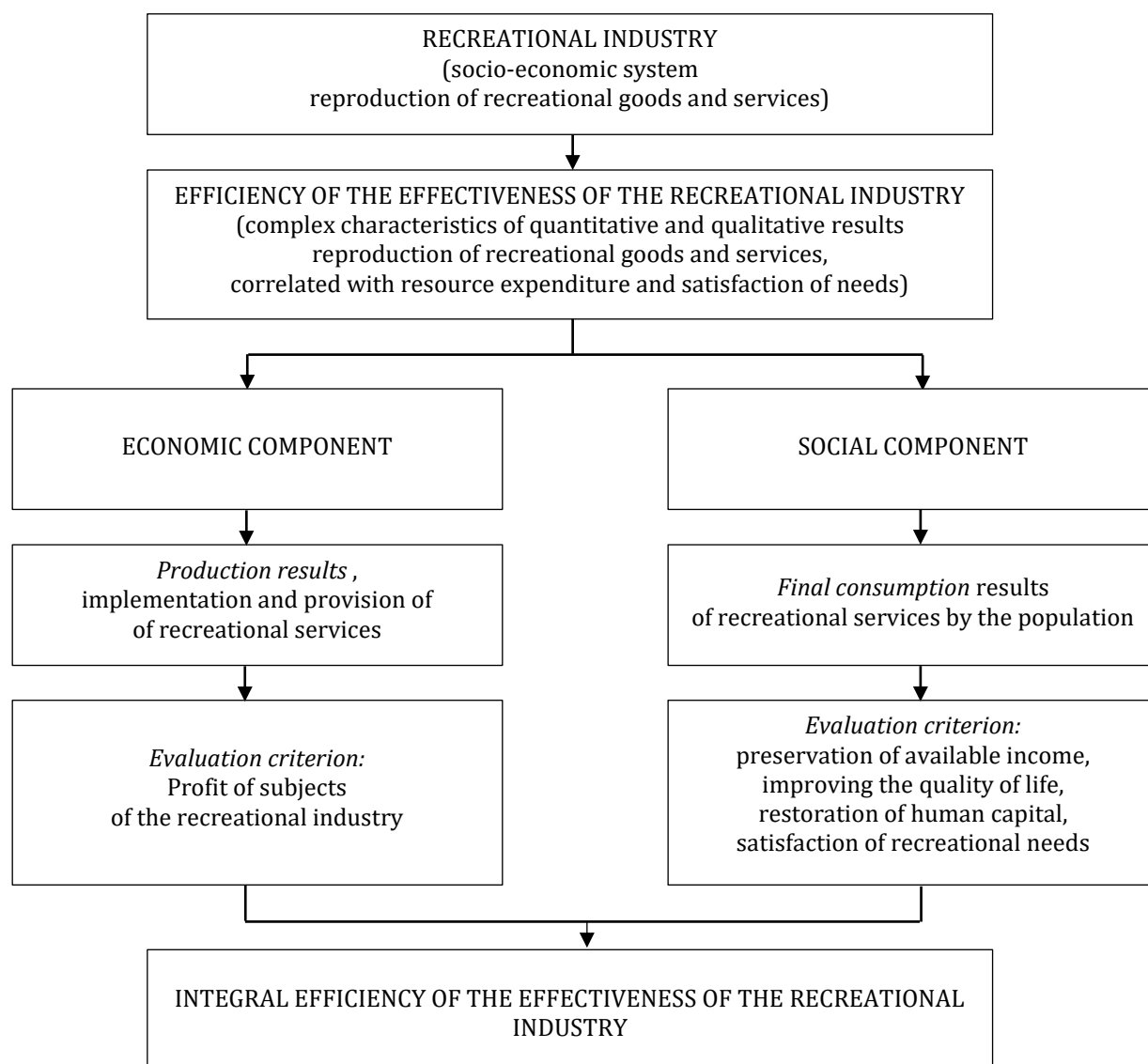


Figure 1. Economic and social efficiency of the effectiveness of the recreational industry

Source: Compiled by the author

The theory of management of organizational systems [9; 12] defines management as a purposeful influence on the object of management, aimed at ensuring its stable operation and development in accordance with the set goals. Management is a set of interrelated processes that include the development and adoption of managerial decisions, organization of activities, coordination, control, regulation and evaluation of the results achieved based on objective and reliable information [5; 10; 17; 24]. These provisions are fully applicable to the recreational industry, which is characterized by a complex system of interaction between state bodies, business entities, public organizations and consumers of recreational services. In this area, management is aimed at ensuring the effective use of natural, labor, financial, infrastructural and information resources, coordinating the interests of participants in recreational activities, as well as achieving economic, social and environmental development goals. The essence of management is manifested exclusively in the system of relations

between the subject and the object of management, the content of which is determined by the strategic and tactical goals of the development of the industry. Therefore, the management of the recreational industry should be considered as an organized and continuous process of purposeful influence of the management entity on the objects of recreational activity, which ensures the formation of the necessary properties of the industry, the management of socio-economic processes and contradictions, as well as the creation of conditions for its sustainable and balanced development.

In the process of interaction, individual objects are united by stable connections, forming systems, the integrity of which is determined by the totality of their constituent elements and relations between them. Structure and nature of relationships. This indicates that any objects and processes exist and develop exclusively in the system of interdependent relations. About the recreational industry, such a systematic approach allows us to consider the industry as a set of interconnected subjects, resources, infrastructure, institutions and processes, united by a common goal of meeting the recreational needs of society. At the same time, the properties of relations are determined by the characteristics of the interacting elements, as a result of which multidirectional interests and opposite tendencies of development inevitably arise in the system. According to the dialectical law of unity and struggle of opposites [1; 26; 27; 30] Such mutually exclusive properties are expressed in contradictions, which should be considered as an objective systemic property of relations between elements of the socio-economic system. In the recreational industry, these contradictions are manifested in the process of coordinating the economic, social, environmental and institutional interests of various participants in recreational activities, acting at the same time as a source of its development and an object of managerial regulation.

System analysis of socio-economic processes allows classifying economic contradictions according to several interrelated features that reflect the features of the functioning and development of economic systems. With regard to the recreational industry, it is advisable to distinguish: contradictions that arise only at the level of the basic foundations of the branch system, derivative contradictions and contradictions caused by the results of its functioning and development; contradictions that are formed in the field of labor, technological, organizational, economic and production relations, as well as in the interaction of production potential and the needs of society; contradictions that manifest themselves both within individual economic processes and phenomena and between them, including the discrepancy between the essence of economic processes and the forms of their practical implementation; as well as contradictions related to the achievement of strategic goals of the functioning and sustainable development of the recreational industry. The presented classification allows to comprehensively study the nature of the emergence of socio-economic contradictions in the recreational industry, to determine their place in the system of industry relations and to form scientifically grounded approaches to their management regulation in favor of increasing the efficiency of the industry and ensuring its long-term sustainable development.

Economic contradictions exist in the system of subjective interests and objective economic relations that arise in the process of production, distribution, exchange and consumption of economic goods. Their formation is due to the divergence of goals, interests and opportunities of different economic entities with limited resources used. In the conditions of the recreational industry, these contradictions are manifested in the interaction of producers and consumers of recreational services, the state, territorial communities and other industry participants, whose interests do not always coincide in the use of natural resources, income distribution, ensuring the availability of services and achieving economic efficiency. At the same time, the reproductive process in the recreational industry covers not only economic, but also natural, social and cultural benefits, which are not directly the result of economic activity, but are a necessary condition for the provision of recreational services. These include natural and recreational resources, ecological systems, cultural and historical heritage and other public goods involved in the production and consumption of a recreational product. Thus, the economic contradictions of the recreational industry are a component of broader socio-economic contradictions, which in the process of reproduction and use of both economic and non-economic goods ensure the life of society and the sustainable development of the industry.

In the recreational industry, socio-economic contradictions are revealed in the process of interaction between the state, business entities, employees, consumers and other stakeholders, whose economic interests always coincide. One of the examples of such contradictions is the relations related to the tax regulation of the activities of recreational enterprises. On the one hand, the state is interested in increasing tax revenues that provide financing of public needs and infrastructure development, and

on the other hand, an excessive tax burden can reduce the investment attractiveness of the industry, limit the development of entrepreneurial activity and reduce the volume of recreational services provided. Thus, a socio-economic contradiction objectively arises between the state and economic entities, which requires the search for an optimal balance of public and private interests.

The key gap in the system of economic relations of the recreational industry is associated with the distribution of the created added value between the owners of capital and employees. The desire of owners to maximize profits is often in conflict with the interest of employees in increasing the level of wages, improving employment conditions and social guarantees. The nature of the solution of this contradiction directly affects the efficiency of the functioning of enterprises in the industry, the quality of recreational services provided and the sustainability of their socio-economic development. And the distribution of the results of economic activity is determined by the system of property relations based on the rights of ownership, disposal and use of means of production. It is the structure of property rights that largely determines the mechanisms for distributing economic benefits, making managerial decisions and coordinating the interests of participants in recreational activities, which corresponds to the main provisions of R. Coase's theory of property rights [7].

In the conditions of the functioning of the recreational industry, the aggravation and further resolution of socio-economic contradictions arising in the system of relations of production and reproduction of recreational services are the most important factors of its progressive development. The evolutionary deepening of these contradictions contributes to the improvement of the organizational and economic mechanisms of the industry, while their critical aggravation can lead to a transformation of the nature of the functioning of the socio-economic system as a whole. This process is historically regular and reflects the general logic of the development of social systems, in which a change in the ratio of productive efforts and production relations is accompanied by structural shifts and institutional transformations.

Within the framework of a stable type of socio-economic system, the contradictions of the recreational industry are regulated both in the form of purposeful managerial influence of business entities and the state, and under the influence of objectively effective economic laws. The pronounced cyclical nature of the development of the industry causes the periodic emergence of phases of strengthening and weakening of these contradictions, which requires constant improvement of the mechanisms of their managerial regulation. The subjective nature of managerial intervention of participants in recreational activities actualizes the problem of increasing the effectiveness of institutional and organizational forms of influence on socio-economic processes aimed at ensuring sustainable and balanced development of the recreational industry.

Manageability in the theory of management of socio-economic systems [20; 21; 29; 31], is understood as the degree of influence of managerial relations and connections on the nature of social interactions of individuals in the process of their joint activities and achievement of goals, and the level of controllability can vary from high to low depending on the effectiveness of institutional mechanisms, the quality of managerial decisions and the consistency of interests of participants. These relations are formed in the interaction of the subject and the object of management, which are considered in a single system of organizational and managerial relations, where controllability is defined not as a property of a separate element, but as a characteristic of their interconnection, reflecting the ability to coordinate behavior, maintain and adjust society as a whole, as well as ensure the implementation of the goals of the organization; This approach can also be used to explain the regulation of socio-economic contradictions in the recreational industry.

It is quite logical that the category of regulation in the theoretical and methodological context is derived from the content of the concept of controllability, since both categories are determined by a single goal of management, which is to ensure the given properties of objects and the nature of their interactions as forms of manifestation of socio-economic existence. Within the framework of this approach, the recreational industry is considered as a complex socio-economic system that includes material and intangible elements (recreational resources, services, infrastructure, institutional and organizational ties), between which stable relationships are formed, which determine the specifics of its functioning and development. The properties of these elements determine the characteristics of their interactions, and, consequently, the parameters of the functioning of the recreational industry as an integral system. Thus, both the properties of the objects of the recreational industry and the properties of their relations are set by the target settings for managing the development of the industry, and deviations from the normatively set parameters within acceptable limits are considered as an object of

regulatory influence and are interpreted as target parameters of managerial regulation of socio-economic processes.

If we generalize the existing approaches to the interpretation of the category of controllability, its essential content lies in the ability of the subject of management to exert a purposeful influence on the object of management, and the object – to perceive and adequately respond to these influences with the help of a system of managerial and socio-economic relations; In the conditions of the recreational industry, this interaction is manifested in the coordination of the activities of state and corporate management bodies, business entities, consumers of recreational services and other participants of the industry system, which form a complex of interrelations that ensure the functioning and development of the recreational complex, and this ability is determined by the totality of properties of subjects and objects of management, as well as the recreational industry; Therefore, controllability and regulation in the recreational industry should be considered as system properties of management subjects, objects of management and their interactions within the framework of an integral branch system, where controllability reflects the ability of the “subject-object” system to ensure the achievement of target parameters for the development of recreational induction with the help of existing relations.

The solution of socio-economic contradictions in the recreational industry can be carried out in different forms, depending on the peculiarities of the interaction between the managing and managed subsystems of the industry. The governing subsystem includes state authorities, institutional structures and economic entities of the recreational sphere, which form and implement management decisions. The managed subsystem is made up of participants in the recreational industry, whose activities are the object of such influence. The nature of managerial influence is determined by the capabilities of the controlling subsystem, while the response of the controlled subsystem depends on its ability to adapt to changes, perceive managerial decisions and ensure sustainable development. Managerial influence can be full or partial, direct or indirect. Depending on the degree of its completeness, orientation and effectiveness, it is advisable to distinguish high, medium and low levels of regulation of socio-economic contradictions. This approach makes it possible to assess the effectiveness of managerial decisions and the level of coordination of interests of participants in the recreational industry.

At the level of micromanagement of the recreational industry, the management system is formed by management entities of specific organizations that produce and provide services, including owners of recreational assets, as well as management structures vested with the authority to dispose of and partially use economic property. Within this level, a direct and relatively complete impact is provided on intra-organizational technical-economic and organizational-economic relationships, as well as on contradictions arising within them, which determines a high degree of their controllability and regulation. At the meso- and macro levels of the recreational industry, managerial influence acquires an indirect character, being realized through a set of institutional, regulatory and coordination mechanisms of sectoral and state regulation, as a result of which the possibilities of direct influence on the relevant processes are significantly limited, and the degree of regulatory techniques is low.

If we consider the main socio-economic contradiction of the recreational industry associated with the distribution of newly created value between the owners of recreational capital and employees, then at the micro-level of management there are direct levers of influence on the relevant distribution relations, however, under the condition of dominance of the target orientation to profit maximization for owners, wages act as a derivative value, which is partially determined by external regulatory restrictions, which are established mainly at the macro level, which determines a low degree of regulation of this contradiction at the micro level and an average degree at the macro level. At the meso level of the recreational industry, the impact on these relations is indirect, fragmentary and limited-institutional, which makes the regulation of this socio-economic contradiction minimal.

About the contradictions that arise between the subjects of the recreational industry regarding the distribution of profits and property rights, it should be noted that at the micro level, the relevant processes are partially and directly regulated by both internal organizational mechanisms and external macroeconomic regulations, which form an intermediate level of controllability and regulation. At the macro level, these relations are also subject to normative influence, but it has a framework character, determining only the general conditions for the functioning of the system. In turn, at the meso level of the recreational industry, the impact on these relations is mainly indirect and limited, which causes a low degree of regulation of the corresponding socio-economic contradictions.

In the structure of socio-economic contradictions of the recreational industry, the greatest degree of regulation is possessed by technical-economic and organizational-economic contradictions, which is

observed at the micro-level of management, where business entities have direct levers of influence on internal production processes, organization of the provision of recreational services and the distribution of resources within organizations. The main socio-economic contradiction of the recreational industry, associated with the distribution of newly created value between employees and owners of recreational capital, is most amenable to managerial regulation at the macro level of management with the help of institutional, regulatory and socio-economic mechanisms of state influence, which determine the basic parameters of the functioning of the industry.

Contradictions between the owners of recreational industry facilities have a relatively high degree of regulation both at the micro and macro levels of management, since their resolution is possible both through the coordination of internal organizational mechanisms and profit distribution, and through external institutional regulators that form the framework conditions for the functioning of the industry. However, the aggravation of socio-economic contradictions in the recreational industry also acts as an internal source of its development, since it leads to the exit of the system from the state of dynamic equilibrium and may lead to exceeding the permissible limits of deviations, which, in turn, initiates the application of adaptive and regulatory measures aimed at restoring the stability and balance of the functioning of the industry.

6. Conclusions

The efficiency of the recreational industry is a complex characteristic that reflects the quantitative and qualitative results of the reproduction of recreational services, the level of satisfaction of the needs of the population and the socio-economic effect of their provision and consumption, taking into account the resources used. The recreational industry is characterized by both mechanisms of purposeful management and objective processes of self-regulation, based on the action of internal economic, social and institutional regularities that form stable links between the elements of the system and ensure the reproduction of sectoral relations without direct external interference.

The possibility of purposeful managerial regulation of socio-economic contradictions in the recreational industry is determined by the systemic properties of both the controlling and controlled subsystems, and even their ability to establish relations to ensure the maintenance of target properties within the permissible deviations. The controlling subsystem of the recreational industry forms the nature and intensity of the regulatory influence, which includes institutional, organizational and economic instruments, while the controlled subsystem determines the features of the response to these influences, which are expressed in the degree of adaptability of business entities and the stability of the functioning of recreational processes.

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