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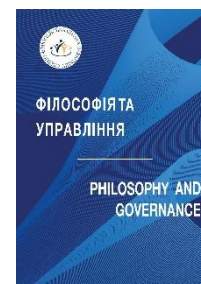
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Mechanisms for Improving Instruments of Public Regulation of Economic Development in the Context of European Integration Transformations

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The article reveals the theoretical and methodological foundations of improving the mechanisms of public regulation of economic development in the context of European integration transformations, which provide for a combination of institutional, legal and economic instruments. It is established that the effectiveness of public administration is determined by the ability to ensure effective management of social processes, to achieve compliance between the goals of management and the actual results of activity. It is stated that in the conditions of European integration transformations, the requirements for regulatory compatibility with the EU acquis, digitalization of public services and institutional capacity of the state are increasing. It is determined that modern integration processes directly stimulate the introduction of innovative management solutions and technological modernization. The peculiarities of the Ukrainian experience of adaptation of regulatory mechanisms to European standards in the context of post-war recovery and external risks are revealed. It is found that the European Commission's Ukraine Report 2024 focuses on digitalizing procedures, improving financial management, and strengthening anti-corruption institutions. It was emphasized that the introduction of industrial parks and special economic zones are key mechanism for stimulating investment and regional development. It is emphasized that at the regulatory level, there is a desire to improve the legal regime of industrial parks, unify the conditions of state support and increase their investment attractiveness. The importance of the National Economic Strategy until 2030 and government plans as tools of strategic planning in the field of European integration reforms is revealed. It was emphasized that the implementation of the Export Strategy of Ukraine until 2030 allows stimulating the development of an export-oriented economy and integration into global production chains. It was emphasized that the Communication Strategy on European Integration of Ukraine for the period until 2026 is aimed at forming public support and consolidating resources for the implementation of reforms. It is stated that the communication dimension of European integration directly affects the perception of reforms and increases their effectiveness.

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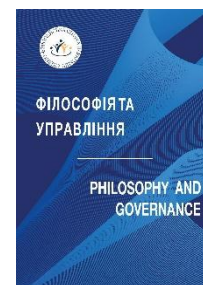
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Механізми вдосконалення інструментів публічного регулювання економічного розвитку в умовах євроінтеграційних трансформацій

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СТАТТЯ

АНОТАЦІЯ

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У статті розкрито теоретико-методологічні засади удосконалення механізмів публічного регулювання економічного розвитку в умовах євроінтеграційних трансформацій, що передбачають поєднання інституційних, правових та економічних інструментів. Встановлено, що ефективність державного управління визначається здатністю забезпечувати результативне керівництво суспільними процесами, досягати відповідності між цілями управління та фактичними результатами діяльності. Констатовано, що в умовах євроінтеграційних перетворень підвищуються вимоги до нормативно-правової сумісності з *acquis* ЄС, цифровізації публічних послуг та інституційної спроможності держави. Визначено, що сучасні інтеграційні процеси безпосередньо стимулюють впровадження інноваційних управлінських рішень та технологічної модернізації. Розкрито особливості українського досвіду адаптації регуляторних механізмів до європейських стандартів в умовах післявоєнного відновлення та зовнішніх ризиків. З'ясовано, що Звіт Європейської Комісії (Ukraine Report 2024) акцентує увагу на цифровізації процедур, удосконаленні управління фінансами та зміцненні антикорупційних інституцій. Наголошено, що запровадження індустриальних парків та спеціальних економічних зон є ключовими механізмами стимулювання інвестицій та розвитку регіонів. Підкреслено, що на нормативному рівні простежується прагнення вдосконалити правовий режим індустриальних парків, уніфікувати умови державної підтримки та підвищити їхню інвестиційну привабливість. Розкрито значення Національної економічної стратегії до 2030 року та урядових планів як інструментів стратегічного планування у сфері євроінтеграційних реформ. Наголошено, що реалізація Експортної стратегії України до 2030 року дозволяє стимулювати розвиток експортоорієнтованої економіки та інтеграцію у глобальні виробничі ланцюги. Підкреслено, що Стратегія комунікації з питань європейської інтеграції України на період до 2026 року спрямована на формування суспільної підтримки та консолідацію ресурсів для реалізації реформ. Констатовано, що комунікаційний вимір євроінтеграції безпосередньо впливає на сприйняття реформ і підвищення їхньої результативності.

КЛЮЧОВІ СЛОВА

публічне регулювання, економічний розвиток, євроінтеграційні трансформації, інституційна спроможність, цифровізація.

1. Introduction

Modern transformation processes caused by the European integration course of Ukraine actualize the problem of improving the mechanisms of public regulation of economic development. In this regard, there is a need for a comprehensive combination of the theoretical foundations of public administration with tools for the practical implementation of economic policy, which allows for ensuring the consistency of reforms. At the same time, it is important to take into account the internal factors of modernization of the economic system, as well as external requirements related to the harmonization of the regulatory and institutional environment in accordance with the standards of the European Union. In view of this, the importance of studying the tools of public regulation, which can ensure the sustainability and competitiveness of the national economy, is growing. Therefore, the relevance of the research topic is due to the need to search for optimal mechanisms of state influence on economic processes that meet the tasks of European integration transformations and contribute to the achievement of strategic goals of Ukraine's development.

2. Literature Review

The analysis of recent studies and publications shows that the issue of improving the mechanisms of state regulation of economic development in the context of European integration transformations is relevant in the modern scientific discussion. In particular, N. Kalycheva and I. Chornobrovka substantiate methodological approaches to the formation of the system of state regulation of economic processes, which creates the basis for further research in this direction [1]. At the same time, V. Dykan and A. Tolstova specify the mechanisms of state regulation of the reproduction and development of the economy of Ukraine in market conditions, which provides practical content of theoretical approaches [2]. Continuing this problem, V. Sychenko and M. Lukashuk consider the transformation of public administration in the context of global and European integration changes, which makes it possible to combine the national and international dimensions of analysis [3]. In addition, M. Shtan and V. Kostyuk focus on the peculiarities of state regulation of the national economy in the context of Ukraine's integration into the European space, which expands the idea of the specifics of adaptation processes [4]. Instead, H. Ortina defines European integration as a tool for reforming the public administration system in the post-war period, thereby emphasizing the strategic prospects of the studied issues [5].

3. Problem Statement

The article is aimed at studying the mechanisms for improving the tools of public regulation of economic development in the context of European integration transformations.

4. Methods and Materials

The study of mechanisms for improving the tools of public regulation of economic development in the context of European integration transformations is based on a set of theoretical and methodological approaches. The formal legal method is used to analyze the regulatory framework of Ukraine and the Communication Strategy on European Integration until 2026. The comparative legal method is used to compare the Ukrainian experience in regulating economic development with the European standards defined in the EU *acquis*, which allows for identification of gaps in compliance with the legislation. The logical-semantic method was used to clarify the concepts of "public regulation", "economic development" and "European integration", which contributed to a clear definition of the categorical apparatus. The system analysis made it possible to assess the interrelations between institutional, legal and economic instruments, in particular regarding the digitalization of procedures and anti-corruption mechanisms. The research materials cover the European Commission's report (Ukraine Report 2024), which focuses on the need to digitalize public services, manage finances, and strengthen anti-corruption institutions. Scientific works analyzing economic security and public administration in the context of hybrid threats, as well as investment projects financed by international organizations, were used.

5. Results and Discussion

The effectiveness of the public administration system is determined by the availability of effective mechanisms that allow to carry out: coordinated, purposeful and effective management of social processes in the state; adequate organizational and managerial influence on the development of society and the state; implementation of general and specialized goals and objectives of public administration in certain spheres of public life. In a broader sense, the effectiveness of public administration appears as an integrated characteristic of possible and actual results of its functioning, taking into account compliance with the established goals and objectives of the system development [3, p. 90–91]. In view of this, the assessment of managerial activity should include the level of productivity, as well as the determination of the strategic orientation of managerial decisions.

The transition to the analysis of economic policy allows us to reveal the practical dimension of the effectiveness of public administration. In the market system, the state economic policy is focused on achieving a balance between stimulating market mechanisms and protecting universal values, in particular economic, humanitarian and political rights, freedoms, social justice, security and progress. At the same time, in leading countries, social justice is considered a necessary element of state policy along with the basic goal of the market, i.e., profit maximization. Therefore, the combination of market expediency and social responsibility forms the concept of a socially oriented regulated market, which can serve as the basis for achieving the ultimate goal of a developed state, namely the growth of the economic well-being of society [1, p. 15–16].

Further consideration of the efficiency of public administration is complicated by the conditions of European integration transformations, which put forward additional requirements for the mechanisms of public regulation. Among the important ones, it is worth highlighting the need for regulatory and technical compatibility with European standards, ensuring interoperability, building digital infrastructure for public services and strengthening institutional capacity. Such a combination of tasks leads to increased attention to innovative management solutions and technological modernization. An important example is Regulation (EU) 2024/903 [6], which establishes a framework for a high level of interoperability of the public sector across the EU. The implementation of the provisions of this document involves the adaptation of the national information systems and management procedures of the partner countries, demonstrating the direct link between European regulatory requirements and the transformation of national administrative practices.

Turning to the Ukrainian experience allows us to specify the impact of these requirements in modern conditions. In the case of Ukraine, the imperative of adapting regulatory mechanisms to EU standards is combined with the need to increase operational resilience in the face of external risks and recovery from destruction. Of additional importance is the ability of the state to ensure the efficiency of management processes in crisis circumstances, which necessitates complex structural changes. Therefore, the European Commission's State of Enlargement Report (Ukraine Report 2024) [7] focuses on accelerating the digitalization of administrative procedures, improving the public finance management system, and strengthening anti-corruption institutions as necessary prerequisites for effective integration.

Further analysis makes it possible to connect these challenges with the need to introduce effective tools for state regulation. The implementation of such tools is based on the use of various levers that stimulate the development of the economy, in particular through the coordination of the functions of the state with the potential for its endogenous growth. This implies the ability of government agencies to carry out regulations aimed at supporting national economic development by stimulating the production of competitive goods and services. In this context, an important element is the increase in the efficiency of state institutions, which requires appropriate resources, personnel and institutional capacity [4, p. 116].

Consideration of practical mechanisms makes it possible to specify the directions of implementation of these tools. In the context of reconstruction and transformation processes in Ukraine, one of these mechanisms is industrial parks and economic zones, for which targeted state funding is provided in 2024. Within the framework of state programs, support for the creation of infrastructure, connection to engineering networks and co-financing of investment projects has been identified, which creates a favorable environment for attracting capital. At the regulatory level, the process of unification of registration procedures and obtaining state support is underway, which should reduce administrative

barriers for investors. Together, these measures are focused on concentrating production, technological and scientific potentials at the regional level [8].

Further development of this initiative can be traced at the legislative level, where there is a desire to improve the legal regime of industrial parks. The relevant draft law No. 12117 is aimed at simplifying the operational regime of park management companies, introducing environmental standards for functioning and setting restrictions on the participation of unfriendly jurisdictions. This makes it possible to strengthen regulatory mechanisms, ensure the stability of the parks and at the same time increase their attractiveness for foreign and domestic investors. It is also expected to unify the conditions of state support, which will create a more predictable environment for long-term economic development [9].

In this context, an important task is to develop a strategy for restoring the country after the end of the military conflict. The development of Ukraine's economy should be carried out based on a synthesis of state regulation and market self-regulation, which provides the necessary balance between stability and the dynamics of economic processes. The state should determine strategic priorities, develop a comprehensive program for the reproduction and development of the country, as well as introduce economic zones and industrial and technological parks [2, p. 9].

The development of such strategic approaches is of particular importance in the context of Ukraine's consistent integration into the European space. This process involves a significant impact on the development of state institutions, which includes strengthening the democratic political system, modernizing the legal framework and ensuring the transparency of national legislation. At the same time, it contributes to the establishment of a democratic culture and an increase in the level of respect for human rights, which together create institutional foundations for sustainable economic growth [3, p. 89].

The continuation of this direction is the current stage of European integration transformations, which is distinguished by the strengthening of the role of public regulation instruments focused on economic recovery after military destruction. The 2024 government policy documents emphasize the feasibility of implementing reforms aimed at increasing the competitiveness of Ukrainian enterprises by expanding access to the domestic and European markets. In this context, attention is focused on creating a favorable regulatory environment for the development of small and medium-sized businesses, which is considered a driving force of economic sustainability. Accordingly, the Strategy for Recovery, Sustainable Development and Digital Transformation of Small and Medium-Sized Enterprises for the period up to 2027 was approved and the operational plan of measures for its implementation for 2024-2027 was approved [10].

At the same time, the development of integration processes shows that European integration is considered an important factor in the transformation of the public administration system. The transition to EU standards leads to the modernization of regulatory policy mechanisms, strengthening the institutional capacity of the state and improving public administration procedures. At the same time, in this context, the development of e-governance is of particular importance, which allows reducing the level of administrative barriers, minimizing corruption risks and ensuring transparency in managerial decision-making [5, p. 38].

These transformational trends are reflected in the strategic planning of the state, where one of the important tools for public regulation of economic development in the context of European integration processes is the National Economic Strategy for the period until 2030, approved by the Resolution of the Cabinet of Ministers of Ukraine dated 03.03.2021 No. 179 [11]. This document consolidates the strategic course of the state towards full membership in the European Union and at the same time defines the priorities for decarbonization of the economy, which include improving energy efficiency, developing renewable energy sources, spreading circular economy practices and synchronizing with the European Green Deal initiative.

In the future, the specification of strategic priorities is reflected in the Government's Priority Action Plan for 2025, approved by the Cabinet of Ministers of Ukraine, where the block "European integration reforms in the economy" is highlighted among the operational goals [12]. An important element of this direction is the support of the process of European integration of the agricultural sector, which provides for the normalization of approaches to the use of pesticides and the screening of chapters 11-13 of the negotiation dossier. Specific steps are envisaged to implement these tasks, in particular: launching negotiations with the EU in the direction of cluster 5 "Resources, Agriculture and Cohesion"; preparation and conduct of bilateral screening meetings with the European Commission

under Sections 11 “Agriculture and Rural Development”, 12 “Food Security, Veterinary and Phytosanitary Policy” and 13 “Fisheries and Aquaculture”; support of legislative initiatives in the Verkhovna Rada of Ukraine aimed at bringing national norms in line with EU law. In particular, this applies to draft laws on the regulation of veterinary medicine, organic production, and the organizational principles of state support in the agricultural sector [18].

An important addition to the outlined areas is the development of mechanisms for the creation and functioning of the Payment Agency, which is designed to ensure transparency and efficiency of the administration of financial support for the agricultural sector. This reflects the systemic desire to introduce European approaches to agricultural regulation, which provides for the harmonization of legislation, as well as the improvement of the institutional environment for the implementation of the state agricultural policy. In continuation of this direction, the next aspect of the implementation of the priorities of European integration reforms is to ensure the preparation of sectoral positions of Ukraine on the adaptation of legislation in the areas of responsibility, including the free movement of goods (in particular, “industrial visa-free travel”), state aid, competition, protection of intellectual property rights and environmental protection [12]. Achieving this task involves the formation of Ukraine’s negotiating position, taking into account the interests of national business, adjusting the regulatory framework, submitting reports to the European Commission on the implementation of the Plan of Ukraine for 2024-2027, as well as supporting the draft law “On the protection of waters from pollution caused by nitrates from agricultural sources”. The systemic nature of these tasks demonstrates the transition from the formal coordination of individual regulatory legal acts to the comprehensive reproduction of European standards in public management of economic development. This allows integrating Ukraine’s strategic interests with the requirements of access to the EU internal market, creating the basis for increasing the competitiveness of the national economy and the formation of new regulatory policy instruments focused on sustainable growth.

Based on this, one of the important tools for improving public regulation of economic development in the context of European integration transformations is the adoption of the Export Strategy of Ukraine until 2030. Its development is aimed at ensuring the stability of the national economy, strengthening the technological potential and forming a model of export-oriented growth. The central objective of the strategy is to stimulate the export of goods and services with high added value, which creates the basis for integration into global production chains. It should be noted that the process of preparing the strategy is implemented with the participation of the TIPSTER project, which is implemented by the NGO “Reform Support Fund in Ukraine” in cooperation with the German government and with the support of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH [13].

The benchmarks set by the Ministry of Economy of Ukraine reflect the desire to achieve growth in exports of goods and services to USD 77 billion per year, to increase the share of exports in the GDP structure to 33% and to reduce the level of dependence on raw material exports to 59%. The conceptual content of the Strategy is determined by three basic areas: strengthening the institutional capacity of the state in the field of export support, creating a favorable environment for export activities and increasing the production potential. Within each direction, it is envisaged to introduce new tools and improve existing mechanisms, including the development of the system of government financial support for exports, the modernization of existing financial instruments, the expansion of the functions of the Export Credit Agency and the Entrepreneurship and Export Development Office, as well as the creation of the Export Development Fund [14].

Taking into account the needs of post-war recovery and adaptation to the standards of the European Union, the implementation of the Strategy will contribute to the modernization of the export structure, increasing the competitiveness of national goods and services, as well as harmonization with the regulatory requirements of European markets [14]. This will allow combining institutional and market development mechanisms with long-term priorities of European integration, which will create the basis for systematically strengthening Ukraine’s position in global markets.

One of the important innovations in this context is the integration of digital solutions into export administration processes. This provides for the introduction of unified electronic platforms for business, the development of an electronic certification system and the use of analytical tools for monitoring foreign trade flows. The implementation of such solutions creates opportunities for increasing transparency, reducing transaction costs and more effective control over the compliance of export products with international standards, which strengthens the effectiveness of state support.

In addition, the formation of partnership mechanisms between state institutions, business associations and international organizations is becoming relevant. Such interaction allows concentrating financial, organizational and expert resources to support exporters, especially in the context of instability in world markets. As a result, Ukraine's position in global trade is gradually strengthened through the use of strategic planning tools and targeted state support, which creates prerequisites for long-term economic growth [20].

A significant role in improving the instruments of public regulation of economic development is played by the Communication Strategy on European Integration of Ukraine for the period until 2026, approved by the Cabinet of Ministers of Ukraine on December 9, 2022, No. 1155-r [15]. The main purpose of this document is to form in Ukrainian and European society sustainable support for Ukraine's full membership in the European Union, as well as to establish a vision of integration into the European economic, cultural and political space. At the same time, the Strategy defines the priorities of the communication policy aimed at increasing trust in the reform processes, strengthening institutional capacity and ensuring effective interaction between the state, civil society and business.

The logic behind the development of this document lies primarily in the creation of new mechanisms of social mobilization to support structural reforms. Thus, communication policy becomes a direct tool of public administration, which allows harmonizing internal transformations with the legal, economic and value standards of the European Union. This emphasizes the close relationship between the image and functional aspects of public administration. A new analytical aspect laid down in the Strategy is the emphasis on the relationship between economic reforms and communication practices. This means that informing citizens and involving them in the discussion of European integration processes is considered a factor in increasing the effectiveness of economic policy implementation. Accordingly, the communication dimension ceases to be auxiliary and becomes an integrated element of economic development, which determines the sustainability of reforms and their public perception [19].

In addition, the Communication Strategy on Ukraine's European Integration for the period up to 2026 creates conditions for strengthening international cooperation, in particular by consolidating Ukraine's foreign policy efforts and intensifying information campaigns in the EU Member States, which contributes to strengthening confidence in Ukraine as a partner capable of implementing systemic changes in accordance with European rules and standards, as well as forms additional incentives for the modernization of the institutional architecture of the state management.

Therefore, summarizing the above provisions, it is expedient to systematize important areas of improvement of the instruments of public regulation of economic development, which allows for a comprehensive presentation of their content and features of implementation in the context of European integration transformations (Table 1).

Table 1. Mechanisms for Improving the Instruments of Public Regulation of Economic Development in the Context of European Integration Transformations

Mechanisms for improving the instruments of public regulation of economic development	Features of implementation
Regulatory adaptation to EU standards	Harmonization of legislation, unification of procedures, introduction of an "industrial visa-free regime", and bringing the regulatory framework in line with EU law
Institutional strengthening of public administration	Increasing human and resource capacity, strengthening anti-corruption institutions, and developing a democratic political system
Building digital infrastructure and e-governance	Introduction of electronic platforms, development of the certification system, reduction of administrative barriers, and ensuring transparency
Formation of industrial parks and economic zones	Creation of infrastructure, co-financing of investments, unification of conditions of state support, and attractiveness for investors
Implementation of recovery and development strategies	National Economic Strategy 2030, SME Recovery Strategy 2027, Focus on Competitiveness and Sustainability
Implementation of the export strategy	Promotion of exports with high added value, creation of funds and export support agencies, and digitalization of procedures
Development of a socially oriented market	Combining market efficiency with social responsibility, ensuring equity and well-being
Communication Policy in the Field of European Integration	Building trust in reforms, public mobilization, international cooperation, and strengthening Ukraine's image in the EU

Source: Summarized based on [1–15].

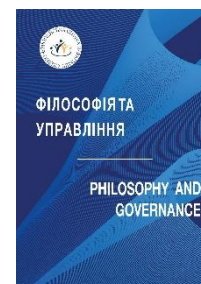
6. Conclusions

Thus, summarizing the results of the study, it should be noted that the improvement of the mechanisms of public regulation of economic development in the context of European integration transformations involves a combination of institutional, legal and economic instruments aimed at improving the efficiency of public administration. In addition, the analysis made it possible to determine the need to harmonize the national regulatory framework with the EU acquis, which in turn leads to modernization of administrative procedures, digitalization of public services and strengthening the institutional capacity of the state. The expansion of these processes is directly reflected in the implementation of industrial parks, the creation of special economic zones and the introduction of export support strategies, which ensure the intensification of investment processes and contribute to increasing the competitiveness of the national economy. At the same time, the results of the study showed that European integration processes are accompanied by increased requirements for transparency, social responsibility and innovation of public administration, which form the necessary prerequisites for sustainable economic growth. As a result, the results obtained confirm the relevance of an integrated approach to the formation of modern instruments of state regulation, which integrates the strategic guidelines of European integration with the tasks of national recovery and modernization.

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Transformation of Public Administration in the Field of Specialized Medical Care under Martial Law: Challenges and Priorities

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ABSTRACT

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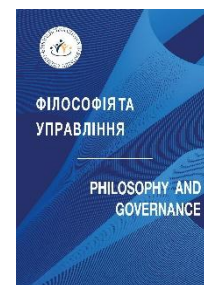
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The article highlights the theoretical and practical foundations of the transformation of public administration in the field of specialized medical care under martial law. It is established that specialized medical care is a critical component of the health care system, as it provides the provision of highly specialized medical services in outpatient and inpatient conditions. It is found that the legislative regulation determines clear mechanisms for the provision of such care, specifying the rights of patients and obligations of medical institutions in a planned and emergency manner. It was emphasized that the amendments to the legislative acts clarify the specialization of medical care providers and include modern high-tech procedures, which increase the efficiency of the processes of diagnosis, treatment and prevention. It was stated that the range of subjects of specialized assistance includes health care institutions and doctors-entrepreneurs and scientific and pedagogical workers, which contributes to the integration of educational and practical activities and the formation of a personnel reserve of the health care system. It is determined that the guarantee of free services in institutions that have agreed with the main administrator of funds increases the availability of medical care for vulnerable categories of the population. It is noted that the state uses management tools to organize the medical evacuation of citizens and integrate external resources into the national health care system, which confirms the importance of institutional capacity. It has been established that the creation of supervisory boards in medical institutions ensures democratic control and accountability, strengthening public trust and institutional capacity in wartime. It has been found that financial and budgetary policy, in particular the redistribution of resources for specialized medical care, meets the growing clinical needs and tasks of infrastructure restoration, ensuring the adaptation of management mechanisms to emergency circumstances. The dynamics of financing specialized medical care is analyzed and the gradual improvement of the mechanisms for the use of resources is noted, but the war realities create imbalances in the implementation of planned indicators. It is emphasized that the strategic transformation of public administration in the field of specialized medical care should be based on a combination of legal, organizational and financial approaches, which ensures the efficiency, sustainability and timeliness of the provision of medical care aimed at preserving the life and health of the population.

KEYWORDS

transformation of public administration, specialized medical care, martial law, legislative regulation, budget planning.



Трансформація державного управління у сфері спеціалізованої медичної допомоги в умовах воєнного стану: виклики та пріоритети

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СТАТТЯ

АНОТАЦІЯ

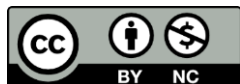
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У статті висвітлено теоретико-практичні засади трансформації державного управління у сфері спеціалізованої медичної допомоги в умовах воєнного стану. Встановлено, що спеціалізована медична допомога є критично важливою складовою системи охорони здоров'я, оскільки забезпечує надання високоспеціалізованих медичних послуг у амбулаторних та стаціонарних умовах. З'ясовано, що законодавче регулювання визначає чіткі механізми надання такої допомоги, конкретизуючи права пацієнтів та обов'язки медичних закладів у плановому та екстреному порядку. Наголошено, що внесені зміни до законодавчих актів уточнюють спеціалізацію надавачів медичної допомоги та включають сучасні високотехнологічні процедури, що підвищує ефективність процесів діагностики, лікування та профілактики. Констатовано, що коло суб'єктів надання спеціалізованої допомоги охоплює заклади охорони здоров'я та лікарів-підприємців й науково-педагогічних працівників, що сприяє інтеграції освітньої та практичної діяльності та формуванню кадрового резерву системи охорони здоров'я. Визначено, що гарантія безоплатності послуг у закладах, які уклали договір із головним розпорядником коштів, підвищує доступність медичної допомоги для вразливих категорій населення. Зауважено, що держава застосовує управлінські інструменти для організації медичної евакуації громадян та інтеграції зовнішніх ресурсів у національну систему охорони здоров'я, що підтверджує значимість інституційної спроможності. Встановлено, що створення наглядових рад у медичних закладах забезпечує демократичний контроль та підзвітність, зміцнюючи довіру населення та посилюючи інституційну спроможність у воєнних умовах. З'ясовано, що фінансово-бюджетна політика, зокрема перерозподіл ресурсів на спеціалізовану медичну допомогу, відповідає зростаючим клінічним потребам і завданням відновлення інфраструктури, забезпечуючи адаптацію управлінських механізмів до надзвичайних обставин. Проаналізовано динаміку фінансування спеціалізованої медичної допомоги та зауважено поступове вдосконалення механізмів використання ресурсів, проте воєнні реалії створюють дисбаланси у виконанні планових показників. Підкреслено, що стратегічна трансформація державного управління у сфері спеціалізованої медичної допомоги має ґрунтуватися на поєднанні правового, організаційного та фінансового підходів, що забезпечує ефективність, стійкість і своєчасність надання медичної допомоги, спрямованої на збереження життя та здоров'я населення.

КЛЮЧОВІ СЛОВА

трансформація державного управління, спеціалізована медична допомога, воєнний стан, законодавче регулювання, бюджетне планування.

1. Introduction

Under martial law, the transformation of public administration in the field of health care is of particular importance, since the efficiency and efficiency of management decisions directly affect the stability of the medical care system. At the same time, changes in the external and internal environment of the state actualize the need to rethink the functional principles of the activities of public authorities in the medical field. In this regard, it becomes necessary to search for new approaches to the organization, financing and coordination of medical care, taking into account the specifics of military challenges. Therefore, the relevance of the research topic is due to the need to form an adaptive model of public administration capable of ensuring the stability and effectiveness of the health care system under martial law.

2. Literature Review

Consideration of modern scientific publications reveals that the issue of transforming public administration in the healthcare sector under martial law holds a leading position in the scientific discourse. In particular, N. Didyk examines the change in the directions of state policy in the field of public health, emphasizing the need to adapt management mechanisms to the conditions of martial law and strengthen the role of preventive measures to ensure the stability of the system [1]. Instead, A. Rachynskyi and B. Darchyn emphasize the decisive role of the state in managing the transformation processes of the healthcare system, highlighting the strengthening of the authorities' coordination functions during crises [2]. In addition, Y. Zhovnirchuk et al. consider the structural directions of modernization of public administration in the field of health care in the context of military aggression, emphasizing the formation of new mechanisms of interaction between state institutions, medical institutions and the public [3]. At the same time, D. Havrychenko focuses on the transformation of priorities for the development of the health care system, noting the shift in emphasis from economic efficiency to ensuring the continuity of medical care and maintaining human resources [4]. In the context of adaptation of market mechanisms, A. Melnyk substantiates the need to form a transformational model of the health care market, which combines elements of state regulation and economic self-sufficiency of medical institutions [5]. At the same time, N. Didenko analyzes the stages of transformation of the national health care system during the war and post-war recovery, revealing the prospects for its integration into the European space of medical management [6].

Thus, the results of the studies show that the modern transformation of public administration in the field of health care is formed under the influence of a combination of crisis challenges and strategic priorities aimed at increasing the resilience, efficiency and adaptability of the health care system of Ukraine, at the same time, the issue of transformation of public administration in the field of specialized medical care under martial law has not been sufficiently studied.

3. Problem Statement

The article is aimed at highlighting the theoretical and practical foundations of the transformation of public administration in the field of specialized medical care under martial law.

4. Methods and Materials

The study applies an integral methodological approach that combines theoretical analysis, empirical research and comparative assessment to comprehensively cover the topic. The main method was the systematic study of regulations governing the provision of specialized medical care, as well as the Strategy for the Development of the Health Care System until 2030. These documents served as a legal basis for the analysis of transformation processes. The empirical analysis was based on statistical data from open sources, such as openbudget.gov.ua, which evaluated the dynamics of funding for the Specialized Medical Care program. The materials of the Ministry of Health of Ukraine were also used, in particular reports on medical evacuation and restoration of damaged facilities, to assess the impact of military destruction. The comparative method was used to compare pre- and military indicators of the implementation of budget programs, as well as to analyze institutional changes, such as the creation of

supervisory boards in medical institutions. The method of content analysis was used to process scientific papers, in particular on the adaptation of public health policy, on the coordination of state bodies, as well as on the priorities of the health care system. The research is based on cases of public management of the medical sphere. The materials were also official messages of the Government and international approaches to the resilience of medical systems. This methodological arsenal provided a thorough study of the transformation of management adapted to war conditions and formed the basis for recommendations to improve the efficiency and accessibility of specialized medical care.

5. Results and Discussion

Specialized medical care is an important component of the health care system, as it ensures the provision of medical services of high complexity in outpatient and inpatient settings. In this context, legislative regulation plays an important role in the formation of clear mechanisms for providing such care.

In particular, the amendments made to the legislative acts on improving the provision of medical care [7; 8] specified the provisions on specialized medical care, defining it as a type of medical care provided by doctors of the relevant specialization on an outpatient or inpatient basis. At the same time, its provision is possible in a planned manner and in emergency cases, with the obligatory coverage of diagnostics, treatment, prevention and consultations, where the effectiveness of the process is enhanced by the use of high-tech equipment and specialized procedures of increased complexity.

In the further development of the legislation, it became important to consolidate the patient's right to be referred to another specialist in the presence of appropriate medical indications. This provision creates a legal basis for the formation of a more flexible patient routing system, which is especially important under martial law, when the timeliness of medical care depends on the effectiveness of the coordination of the medical network. Therefore, this logic of the development of legislation reflects a tendency to strengthen the role of public administration bodies as coordinators between different levels of medical care.

Particular attention should be paid to determining the range of subjects that have the right to provide specialized medical care. In particular, it is carried out by both health care institutions in inpatient and outpatient settings, as well as individual entrepreneurs operating in the field of medical practice. As a result, conditions are created to expand access to specialized services, especially in regions where the infrastructure of medical institutions has been destroyed due to hostilities. A significant addition is the clarification of the role of the attending physician. In particular, it can be a doctor of a health care institution or an entrepreneur with the appropriate specialization (except for "general practice – family medicine"). In addition, in the case of educational integration, specialized medical care can be provided by scientific and pedagogical staff of higher and postgraduate education institutions who have a certificate of a specialist doctor and the approval of the head of a health care institution. As a result, this provision provides a combination of educational and practical activities, which contribute to the improvement of professional skills of future specialists and the formation of a personnel reserve of the health care system.

An equally important aspect is the guarantee of free of charge of specialized medical care in health care institutions that have agreed with the main administrator of budget funds. Such regulation provides for the provision of assistance for medical reasons and the referral of a primary care doctor or a doctor of a specialized care institution. At the same time, the law defines exceptions when a referral is not required, in particular for visits to an obstetrician-gynecologist, dentist, pediatrician, as well as for patients with chronic diseases or in case of emergency. Therefore, this increases the availability of medical services for the most vulnerable categories of the population, which is especially important under martial law. In the context of martial law, the state actively uses management tools to organize specialized medical care. For example, the Ministry of Health of Ukraine has approved the procedure for medical evacuation of citizens in need of highly specialized treatment abroad, and coordinates the entire process at the state level. According to official information, citizens can submit a preliminary application for a medical evacuation program on the website of the Ministry of Health, after which the ministry verifies the appeal, communicates with international partners, coordinates transportation routes and monitors the implementation of the decision [9].

This mechanism illustrates that the state needs to have a legislative framework, as well as have the institutional ability to quickly integrate external resources into the national health care system. In

this regard, the Resolution of the Cabinet of Ministers of Ukraine “Some Issues of the Implementation of the Program of State Guarantees of Medical Care for the Population in 2025” dated 24.12.2024 No. 1503 [10] provides that the Program of Medical Guarantees includes packages of medical services that cover emergency, primary, specialized and palliative medical care, rehabilitation, medical care for children under 16 years of age, as well as assistance in connection with pregnancy and childbirth, which ensures the comprehensiveness and availability of medical support even in difficult conditions. At the same time, the implementation of most strategic tasks requires the improvement of management mechanisms at the national level. In particular, in accordance with the Operational Action Plan for the Implementation of the Strategy for the Development of the Health Care System for the Period up to 2030 in 2025–2027, approved by the Order of the Cabinet of Ministers of Ukraine dated January 17, 2025 No. 34-r [11], tasks aimed at improving the efficiency of management and transparency of the activities of medical institutions are defined. At the same time, one of the important tools for the implementation of Strategic Goal 1 “Ensuring universal access of the population to quality medical services” is the creation and functioning of supervisory boards in municipal and state medical institutions that ensure public accountability and independent control.

In practical terms, in the period of 2025, the implementation of this measure is entrusted to the Ministry of Health of Ukraine and local self-government bodies with consent in cooperation with international partners, in particular within the framework of the USAID Health Reform Support Project. Due to this, the creation of supervisory boards in health care institutions providing specialized medical care is defined as an indicator of effectiveness [11]. Thus, the formation of such structures contributes to increasing the level of public trust in the health care system and strengthening the mechanisms of democratic control.

The gradual introduction of the institute of supervisory boards in specialized medical care institutions corresponds to modern trends in the transformation of public administration in the field of healthcare. In particular, we are talking about shifting the emphasis from an administrative-centralized model to a model with increased autonomy of institutions and the participation of stakeholders in managerial decision-making. Accordingly, this forms the basis for strengthening the institutional capacity of medical institutions to function under martial law, when the need for efficiency and transparency of management processes is growing. The creation of supervisory boards in medical institutions in the context of martial law is of particular importance, as they provide a balance between prompt decision-making and the need to maintain public control. At the same time, the involvement of civil society representatives in the work of such councils creates opportunities for effective monitoring of the quality of specialized medical care, especially in regions that have suffered the greatest destruction as a result of hostilities. Therefore, this example confirms the importance of integrating democratic mechanisms into the system of public administration of the medical sector [20].

At the same time, it is worth paying attention to the Order of the Cabinet of Ministers of Ukraine “On the Redistribution of Certain State Budget Expenditures Provided for the Ministry of Health for 2025” dated August 20, 2025, No. 886-r [11], which defines new approaches to financing the healthcare sector under martial law. In particular, in accordance with part eight of Article 23 of the Budget Code of Ukraine, it is envisaged to redistribute budget allocations within the general fund of the state budget allocated to the Ministry of Health for 2025. Thus, the volume of consumption expenditures under the 2301180 program “Medical care provided by sanatorium-resort institutions” was reduced in the amount of 5500 thousand UAH. hryvnias and at the same time increased development expenditures under the 2301110 program “Specialized Medical Care” by the corresponding amount.

As a result, the emphasis of state policy in the field of health care is shifting from financing rehabilitation services to supporting specialized areas of medical care. This is due to the need to quickly respond to wartime medical challenges, when the need for specialized treatment of wounded, injured and seriously ill citizens is growing significantly. In this regard, public administration in the field of health care is being transformed in the direction of increasing the targeting and effectiveness of budget expenditures [19].

In practical terms, the redistribution of resources confirms the priority of providing specialized medical care. For example, the Ministry of Health reports that the capacity of the rehabilitation system is already more than 16 thousand sessions per day, and one of the important tasks for 2025 is the opening of outpatient rehabilitation spaces in each community with a medical institution [14]. At the same time, the war significantly affects infrastructure: as of October 1, 2025, damage or destruction of

2,489 facilities in 804 healthcare facilities was confirmed. Among them, 2,162 suffered partial damage, and another 327 were destroyed [15].

It follows that the clinical need, as well as the physical destruction of the medical network, dictates the need to adapt the budget policy. After all, even with the availability of financial resources, without the appropriate infrastructure, the provision of specialized medical care becomes problematic. Thus, the planning of financial resources should take into account the growing clinical challenges and, at the same time, the state of the infrastructure of medical institutions [18].

Therefore, the budget decision to redistribute funds towards the Specialized Medical Care program meets both growing clinical needs and urgent tasks of restoring and modernizing the medical infrastructure that was destroyed during hostilities. This emphasizes that the strategic transformation of public administration in the field of health care should be based on a combination of clinical, organizational and financial priorities.

For clarity, expenditures from the budget under the program 2301110 "Specialized Medical Care" (Table 1) are presented, demonstrating the dynamics of funding and the level of implementation of budget allocations in 2020–2025.

Table 1. Expenditures from the budget under the program 2301110 "Specialized Medical Care"

Year	Approved for the year, taking into account changes, UAH	Updated annual plan, UAH	Completed for the period, UAH	Implementation of the revised annual plan, %
2020	5,806,512,200.00	6,906,143,177.55	3,697,823,686.50	53.54
2021	1,736,783,400.00	2,346,369,087.88	2,245,266,213.10	95.69
2022	2,081,627,800.00	2,484,477,946.53	2,460,274,063.58	99.02
2023	2,053,835,400.00	2,572,592,507.36	2,544,401,654.21	98.90
2024	2,137,781,600.00	2,773,858,520.02	2,623,609,637.50	94.58
2024 (January-August)	2,137,781,600.00	2,523,370,671.61	1,536,304,180.97	60.88
2025 (January-August)	5,806,512,200.00	6,906,143,177.55	3,697,823,686.50	53.54

Source: Compiled based on [15].

The analysis of funding dynamics shows that in 2020, the approved amount of funding amounted to UAH 5.8 billion, but the actual implementation amounted to only 53.54% of the revised annual plan. This indicates the presence of problems in the use of budget resources, which is due to objective factors (COVID-19 epidemic) and, at the same time, organizational shortcomings, which emphasize the need to strengthen institutional management mechanisms. In subsequent years, there is a tendency to stabilize. In 2021, the level of budget execution increased to 95.69%, and in 2022–2023, it reached almost complete implementation of the planned indicators (99.02% and 98.90%, respectively). This is due to the strengthening of budgetary control mechanisms and the improvement of procedures for distributing funds in the field of healthcare. Therefore, this trend confirms that the public administration system can adapt to growing external challenges and ensure more efficient use of resources [17].

At the same time, data for 2024 show a partial decrease in the level of budget execution, to 94.58%. On the one hand, this indicates the preservation of a high level of budgetary discipline, but on the other hand, it reflects the complication of the financial situation as a result of martial law. In January-August 2025, the implementation of the updated annual plan of the Specialized Medical Care program amounted to 53.54%, which is 7.34% lower than in the same period in 2024 (60.88%). This indicates an aggravation of imbalances in the use of budget resources in wartime, despite a significant increase in the annual funding plan.

Thus, the analysis confirms that public administration in the field of specialized medical care is in the process of deep transformation. On the one hand, there is an improvement in the mechanisms for the use of resources, which is confirmed by the high performance of the budget in 2021–2023. On the other hand, war realities cause systemic imbalances, which are manifested in a decrease in the level of implementation of planned indicators in 2024–2025. Therefore, the transformation of public administration in this area should take into account the amount of funding, as well as the conditions for its actual use. At the same time, the decisive factor is the combination of financial planning with the restoration of medical infrastructure and the adaptation of management mechanisms to the

extraordinary challenges of wartime, which ensures the stability and effectiveness of the system of specialized medical care [16].

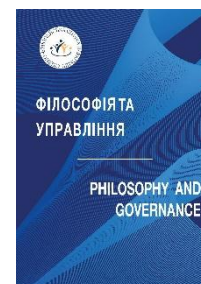
6. Conclusions

Thus, summarizing the results of the study, it should be noted that the improvement of the mechanisms of public regulation of economic development in the context of European integration transformations involves a combination of institutional, legal and economic instruments aimed at improving the efficiency of public administration. In addition, the analysis made it possible to determine the need to harmonize the national regulatory framework with the EU acquis, which in turn leads to modernization of administrative procedures, digitalization of public services and strengthening the institutional capacity of the state. The expansion of these processes is directly reflected in the implementation of industrial parks, the creation of special economic zones and the introduction of export support strategies, which ensure the intensification of investment processes and contribute to increasing the competitiveness of the national economy. At the same time, the results of the study showed that European integration processes are accompanied by increased requirements for transparency, social responsibility and innovation of public administration, which form the necessary prerequisites for sustainable economic growth. As a result, the results obtained confirm the relevance of an integrated approach to the formation of modern instruments of state regulation, which integrates the strategic guidelines of European integration with the tasks of national recovery and modernization.

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Challenges of Socio-Economic Development in the Western Regions of Ukraine under Conditions of War

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ABSTRACT

The full-scale war in 2022–2025 has dramatically impacted Ukraine's spatial economy, causing massive internal displacement, enterprise relocation, and investment redistribution. Under these circumstances, the western regions (Lviv, Ivano-Frankivsk, Ternopil, Zakarpattia, Volyn, Rivne, Chernivtsi Oblasts) became receiving hubs for internally displaced persons (IDPs) and relocated businesses. This article aims to identify the key socio-economic development challenges facing these regions under martial law and to outline practical recommendations for enhancing their resilience. The research is based on a systematic literature review, analysis of official statistics from the State Statistics Service of Ukraine and the National Bank of Ukraine, and reports from international organizations (World Bank, IOM). It is found that the western oblasts partially fulfilled the function of a stabilizing core: enterprise relocation and the influx of IDPs supported local demand and partially preserved production chains. The adaptation effects were uneven: Lviv Oblast demonstrated significantly higher volumes of capital investment and business activity, while other oblasts lagged. Social infrastructure (schools, primary healthcare, social services) experienced substantial strain, requiring temporary organizational solutions. The labor market adapted through the expansion of the service sector and remote employment, but a structural mismatch persisted between available vacancies and the qualifications of the labor force. The working hypothesis concerning the relative socio-economic resilience of the western regions is only partially confirmed: the regions demonstrated adaptive potential, but their long-term sustainability is limited by uneven investment distribution and the risks of fiscal exhaustion in certain local communities. To enhance resilience, the following measures are proposed: targeted state transfers and donor support for burdened communities (Amalgamated Territorial Communities – ATCs); requalification programs and active IDP employment schemes; incentives for investment in lagging communities; development of affordable housing and social projects; and the introduction of regular monitoring of key indicators (number of IDPs, share of IDPs in the workforce, unemployment, capital investments, strain on schools and hospitals). The implementation of these measures will contribute to a balanced post-war recovery and increased resilience in the western regions.

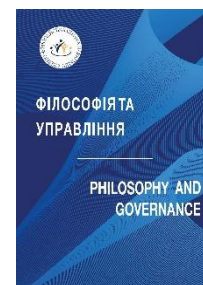
KEYWORDS

public administration, regional governance, strategy, region, development, regional development, state, sustainable development, local self-government, territorial community, decentralization, martial law, security, state environmental policy, state authorities, public-private partnership, Western regions of Ukraine, regional resilience, labor market, capital investments.



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Проблеми соціально-економічного розвитку західних регіонів України в умовах воєнних дій

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СТАТТЯ	АНОТАЦІЯ
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Повномасштабна війна 2022–2025 рр. кардинально вплинула на просторову економіку України, спричинивши масові внутрішні переселення, релокацію підприємств і перерозподіл інвестицій. У цих умовах західні регіони (Львівська, Івано-Франківська, Тернопільська, Закарпатська, Волинська, Рівненська, Чернівецька) стали приймальними хабами для внутрішньо переміщених осіб та релокованого бізнесу. Метою статті є визначення ключових проблем соціально-економічного розвитку цих регіонів в умовах воєнного стану та окреслення практичних рекомендацій для підвищення їх стійкості. Дослідження базується на систематичному огляді літератури, аналізі офіційної статистики Державної служби статистики України й Національного банку, а також на звітах міжнародних організацій (World Bank, IOM). Виявлено, що західні області частково виконали функцію стабілізуючого ядра: релокація підприємств і приплив ВПО підтримували локальний попит і частково зберігали виробничі ланцюги. Ефекти адаптації були нерівномірними: Львівська область демонструвала значно вищі обсяги капітальних інвестицій та бізнес-активності, тоді як інші області відставали. Соціальна інфраструктура (школи, первинна медицина, соціальні служби) зазнала суттєвого навантаження, що вимагало тимчасових організаційних рішень. Ринок праці адаптувався за рахунок розширення секторів послуг і дистанційної зайнятості, але зберігалася структурна невідповідність між вакансіями та кваліфікацією трудових ресурсів. Робоча гіпотеза про відносну соціально-економічну стійкість західних регіонів підтверджується частково: регіони проявили адаптивний потенціал, але його довгострокова стійкість обмежена нерівномірністю інвестиційного розподілу та ризиками фіскального виснаження окремих громад. Для посилення стійкості пропонуються: цільові державні трансферти та донорська підтримка для навантажених громад (ОТГ); програми перекваліфікації й активного працевлаштування ВПО; стимули для інвестицій у відсталі громади; розвиток доступного житла та соціальних проєктів; запровадження регулярного моніторингу ключових індикаторів (кількість ВПО, частка ВПО у робочій силі, безробіття, капітальні інвестиції, навантаження на школи й лікарні). Реалізація цих заходів сприятиме збалансованому післявоєнному відновленню і підвищенню стійкості західних регіонів.

КЛЮЧОВІ СЛОВА

публічне управління, регіональне управління, стратегія, регіон, розвиток, регіональний розвиток, держава, сталий розвиток, місцеве самоврядування, територіальна громада, децентралізація, воєнний стан, безпека, державна екологічна політика, органи державної влади, державно-приватне партнерство, західні регіони України, регіональна стійкість, ринок праці, капітальні інвестиції.

1. Introduction

Russia's full-scale invasion of Ukraine in February 2022 put extreme pressure on the country's social and economic structure. The fighting destroyed production facilities in the east and south, led to massive destruction of housing and infrastructure, caused the removal of millions of people abroad, and turned millions of Ukrainians into internally displaced persons (IDPs). According to official records, as of October 2024, more than 4.6 million IDPs were registered in Ukraine [3]. A significant part of the IDPs moved to the west of the country – to safer rear regions – which created new demographic and economic challenges. After all, the Western regions (Lviv, Ivano-Frankivsk, Ternopil, Zakarpattia, Volyn, Rivne, Chernivtsi) used to have more moderate economic activity and focused on exports to the EU. In the event of an influx of new residents and enterprises, these regions acted as a kind of “stabilizing core” of the national economy: thousands of companies moved here, hundreds of thousands of IDPs were accepted, which supported the demand for goods and services (see Fig.1 Map-scheme of IDP registration in the Western regions of Ukraine) [4; 5].

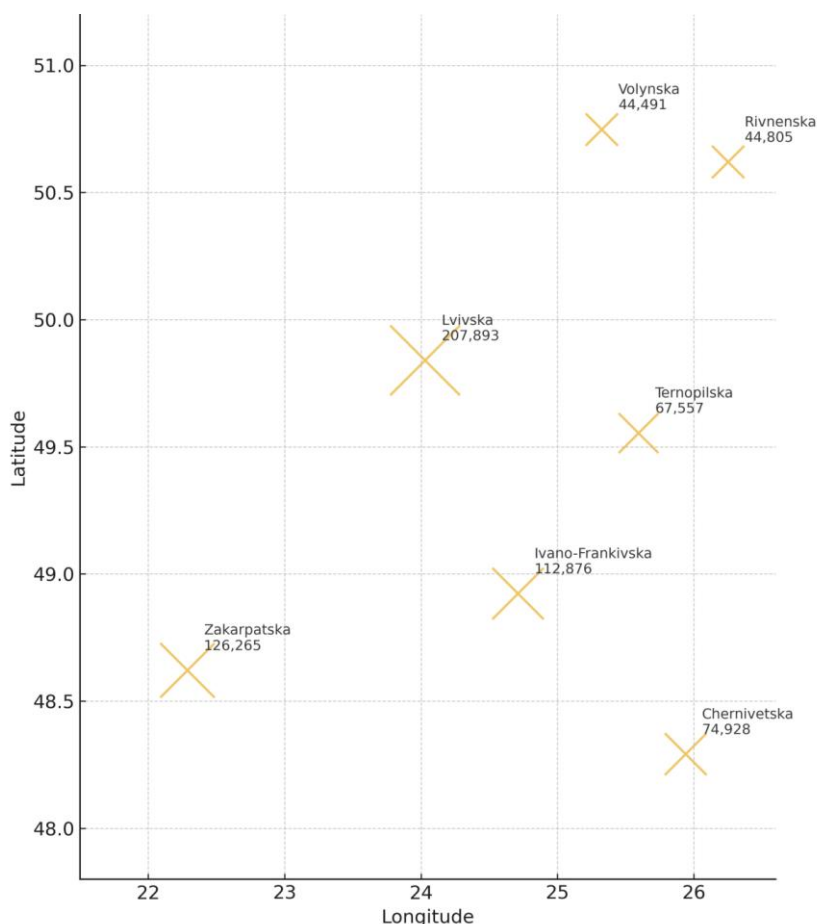


Fig.1. Map-scheme of IDP registration in the Western regions of Ukraine

Source: Compiled based on [3–5].

According to official records, the highest concentration of IDPs is in Donetsk and Kharkiv regions, while in the western regions, the indicators are much lower [3]. The above large regional differences confirm that there is a mixed effect in the west of the country: the relatively low density of IDPs, together with the growth of investments, means that the economic burden (including social infrastructure) is distributed differently between regions.

To summarize, the western regions of Ukraine showed considerable adaptability to the military shock: they became a kind of economic fortress that received significant human and capital resources from other parts of the country. However, this adaptability is accompanied by deep regional disparities and challenges of a social nature.

The research focuses on identifying and analyzing specific socio-economic challenges that have arisen in Western Ukraine due to hostilities: whether these regions were able to withstand the load,

avoid the crisis, or, on the contrary, regional inequalities have increased. Particular attention is paid to such aspects as the dynamics of investments, the labor market and social infrastructure. In addition, the need to formulate recommendations is justified: what mechanisms of state support and institutional changes are needed to increase the economic resilience of the western regions in the long term.

In light of this, the article aims to systematically describe the key problems of socio-economic development of Western Ukraine in 2022–2025, as well as to outline practical recommendations for strengthening regional resilience. Accordingly, the working hypothesis is that the Western regions of Ukraine have shown a certain level of adaptability due to the reception of IDPs and the relocation of production (according to analysts, more than 19 thousand companies moved to the West [4]), but this adaptation is fragmented and unsustainable without targeted government support.

2. Literature Review

In the literature, the problem of regional resilience in conflict situations is considered in the context of the theory of sustainable development and local economic adaptation. A number of studies indicate that regions with more diversified economies and high social capital have better chances of recovering quickly from a shock [6; 7]. At the same time, there are caveats about unevenness [8]: despite the general growth of economic indicators, some regions (often smaller and more remote) remain in crisis. In particular, Aslund (2024) emphasizes that at the time of 2023-2024. Ukraine's economy has shown "incredible resilience": central and western regions are resuming daily life (shops and transport are working, technology is functioning) almost as usual [5]. Similarly, BOFIT analysts (2023) noted that by the end of 2022, economic activity in many western regions had returned to pre-crisis levels [9].

In the context of Ukraine, the war primarily breaks production chains and disrupts trade (port closures, destruction of transport infrastructure). The literature estimates that the recovery of exports and the domestic market is due to a reorientation to the western border and to sectors with high added value (due to the devaluation of the hryvnia, the growth of the IT sector, etc.). In particular, considerable attention is paid to the results of national surveys and reports: the World Bank and the EU note the need for large-scale recovery (cost estimates are hundreds of billions of dollars) and the trend of concentrating aid in those regions that demonstrate the highest absorption capacity (western and central regions) [4].

The social consequences of the displacement of IDPs are discussed, in particular, in studies on the integration of IDPs into local communities. Thus, Oliinyk et al. (2025) show that the influx of IDPs simultaneously creates economic opportunities (growth of tax revenues, replenishment of the workforce and opening of new businesses) and challenges (overload of housing, schools and medical institutions, social competition) [1; 10; 11]. At the same time, utilities and community budgets are experiencing a rapid increase in expenditures on receiving IDPs: for example, 28.7% of the surveyed local leaders noted the increase in tax revenues as a positive effect, while about 27% see the problem of lack of short-term benefits and conflicts with the local population [1]. The main approaches to managing such social inclusion are also highlighted in the work of Chuiko and Fedorenko (2021), who recommend comprehensive programs of social support, mental health support, and reskilling [12].

Thus, it is theoretically and empirically confirmed that the adaptation of Western regions depends on the effectiveness of institutional responses, available resources, and global factors (support from the EU, Donors, NBU) [5; 9]. Despite numerous studies of the transformation of Ukraine's economy as a result of the war, there is a lack of systematic analysis of disparities within the Western macro-region (cf. [8; 7]) – uneven inflow of investments and jobs between individual regions, etc. Our literature review indicates that most of the publications focus on national trends or West-Kyiv comparisons, and a detailed regional analysis of 2022–2025. not yet sufficiently illuminated.

3. Problem Statement

Within the framework of this scientific work, the task is to quantitatively and qualitatively analyze socio-economic processes in the western regions of Ukraine during the war and formulate recommendations. In particular, it is necessary:

1) to assess the main macro- and regional indicators: gross regional product (GRP), dynamics of capital investments, labor market indicators (unemployment rate, vacancies) and business activity;

2) to identify regional differences in adaptation: to compare the western regions with each other (primarily the Lviv region with others) in terms of investment rates, assimilation of IDPs, and growth of economic sectors;

3) to analyze the features of enterprise relocation: which industries have moved to the West, what role state programs and grants play;

4) to determine the consequences of internal migration for the labor market and social infrastructure: how much the employment of IDPs has changed, whether the personnel needs of the economy are covered by IDPs, how the influx of new people affected schools, hospitals, and subsidies;

5) to assess the financial condition of local budgets and the ability of communities to counteract additional costs caused by changes in demographics.

Achieving these goals will require comparing disparate data from official sources, as well as applying comparative and analytical approaches to identify patterns.

4. Methods and Materials

The subject of the study is the socio-economic indicators of seven western regions (Lviv, Ivano-Frankivsk, Ternopil, Zakarpattia, Volyn, Rivne, Chernivtsi) in the period 2022–2025. on GRP, investments, employment), reports of the National Bank of Ukraine (monetary indicators, inflation), accounting information of the Ministry of Social Policy on IDPs [14; 15], as well as analytics from the World Bank [16; 17], UN (IOM) [14] and independent research centers. Scopus publications (in particular, “Problems and Perspectives in Management” [1]) served as the basis for a theoretical review.

In the analysis, we relied on the principles of regional economics and the theory of resilience: we investigated how internal shocks are redistributed at the macro and local levels. To summarize the data, we used a thematic approach – breaking down into groups of indicators: economic (GRP, investments, business) and social (employment, infrastructure, demography). The results of IOM surveys [14] and local studies (for example, Info Sapiens [2]) show trends in the labor market among IDPs.

5. Results and Discussion

According to national institutions, Ukraine’s economy as a whole experienced a sharp decline in 2022 (~–29% of GDP), but in 2023, there was a relative rebound (according to the IMF and the NBU, growth is ~+3–6% average) [5; 9]. At the same time, the western regions showed relatively smaller losses and faster growth in the recovery period. By the end of 2022, economic activity in many western regions had recovered to pre-crisis levels [9]. For example, the eastern regions (Donetsk and Kharkiv regions) lost more than 60–70% of their industrial production, while in the west, the decrease was about half as much [4]. Capital investments before the war were moderate compared to mega-regions, but the war changed their distribution. Data from the State Statistics Service for 2023 show that the Lviv region attracted more than UAH 21,510 million in capital investments (Table 1), which is almost four times higher than the indicator of the neighboring Ternopil region (UAH 6,349.9 million).

Table 1. Capital investments attracted in 2023 in the western regions of Ukraine, compared to the national volume (UAH million)

Region	Capital investments 2023, UAH million
Volyn Oblast region	7,289.6
Transcarpathian Oblast	6,365.3
Ivano-Frankivsk Oblast	8,429.7
Lviv Oblast	21,510.4
Rivne Oblast	9,829.5
Ternopil Oblast	6,349.9
Chernivtsi Oblast	2,808.3
Total in the western region	62,583.7
Total in Ukraine	395,450.0

Source: Compiled based on [18].

The total volume of investments in the western regions in 2023 – about UAH 62,584 million – amounted to ~16% of the all-Ukrainian figure (UAH 395,450 million) [18]. Structurally, most of the

funds in the region are traditionally directed to industry, construction, logistics, IT (enterprises in Lviv and Ivano-Frankivsk), and energy (for example, investments in generation in Transcarpathia).

The results confirm significant differences between the westernmost regions. The Lviv region is distinguished by growth rates and the scale of adaptation to the economy. It received the largest share of business immigrants and IDPs, which stimulated the expansion of the service and logistics sectors [4; 18]. For comparison, the neighboring Transcarpathian region before the war was focused on tourism and migrant earnings, but a year after the outbreak of hostilities, new industries (food, furniture) and additional budgets were opened there at the expense of IDPs [4]. In Volyn and Chernivtsi regions, on the contrary, the presence of IDPs and relocated businesses was significantly smaller (Table 2), and there was greater instability of local economies. Thus, the boundaries of sustainability have manifested themselves unevenly: presumably, the segments of “reception” (eastern traffic and subsidies) will remain longer than the volumes of investments and personnel inflow, which should be redistributed across the regions.

Table 2. The number of officially registered internally displaced persons (IDPs) in the western regions of Ukraine as of October 22, 2024

Region	Registered IDPs (persons)
Lviv Oblast	207,893
Transcarpathian Oblast	126,265
Ivano-Frankivsk Oblast	112,876
Rivne Oblast	44,805
Volyn Oblast	44,491
Ternopil Oblast	67,557
Chernivtsi Oblast	74,928
Total in the western region	678,815
Total in Ukraine	4,646,735

Source: Compiled based on [3].

Enterprises massively changed locations, moving from the regions of hostilities to the west of the country [19]. According to Reuters, after the outbreak of the Great War, about 19 thousand Ukrainian companies registered in new locations, mainly in the west and in the center [4]. Areas of activity are mainly related to production flexibility: food industry, light industry, woodworking, IT, construction, and logistics. large foreign investors (for example, the Onur Group graphite mine), as well as the production sites of software developers [4]. A significant part of such relocation was provided by state support and investment attraction programs (subsidies, special regimes, economic offices) [20; 21]. However, the preservation of production chains as a whole was incomplete: many large enterprises in the East remained destroyed or curtailed their work, and Western production was only partially replaced by this volume of production.

On the one hand, the influx of IDPs helped to replenish the labor shortage in some sectors. For example, according to the Work.ua portal, in March 2024, there was a record increase in the number of vacancies in Western Ukraine – in Transcarpathia by 55%, in the Lviv region by 23% above the pre-crisis level [4]. 28.7% of local community leaders also noted an increase in tax revenues, related to the activity of IDPs [1]. But on the other hand, the qualitative composition of supply and demand in the labor market has changed: many IDPs have professions relevant to the war (management, engineering), but it is difficult for them to find a job in their specialty in the host regions [1; 2; 12; 22]. A structural gap is emerging: for example, IDP surveys show that the relative share of managers and technicians has fallen sharply after relocation, and the percentage of unskilled and temporary workers has increased [2].

Social infrastructure was under significant strain [10], which required an immediate response from local governments [23]. Schools, kindergartens and hospitals in western cities began to accept thousands of new residents, often without additional funding. According to Oliynyk et al. (2025), more than 29% of residents noticed “increased pressure” on health care facilities, and 26% noticed “increased pressure” on social services [1]. In particular, a significant increase in doctors’ visits and the need for social assistance has led to the organization of field clinics, the involvement of additional medical personnel (including IDPs themselves) and digitalization in employment centers [1].

The burden on the housing stock also increased: the shortage of rental housing caused a sharp increase in prices and the need for temporary dormitories [24]. According to quarterly polls, about 27%

of respondents believed that the increase in population worsened the affordability of housing for residents [1]. Local budgets felt a double burden: the growth of tax revenues did not cover the simultaneous increase in spending on social assistance, repair of schools and hospitals community budgets, especially in villages and small towns, which did not have time to revise financial plans [1].

The results obtained are generally consistent with expert assessments and official statistics. In particular, they confirm the conclusion that the western regions of Ukraine played a mitigating role in the national economy during the war [25]: “the economy in the west felt less shock and recovered faster” [5; 9]. Filling niches in the market and relocating production contributed to the preservation of value chains. However, the interpretation of the data shows that stability is point-based: it is concentrated around several reference areas. According to analysts, the largest foreign investments and new projects come to those regions that benefit most from European integration (in particular, in the Lviv region) [4]. This phenomenon of “safe harbor concentration” is also noted by Petrova (2024) [8]. This reinforces regional disparities: while Lviv and the Kyiv region receive large projects (for example, the production of Bayer seeds, the construction of new factories), Ternopil and Chernivtsi remain with a less attractive profile for investors, so their adaptation is much slower.

At the same time, experts warn that the current positive effects are temporary: they are based on extraordinary factors (donor aid, government subsidies, shadow economy) that are not guaranteed in the long term [4]. The Atlantic Council notes that how “very normal” life looks today in the West reflects not so much the economic boom as the resilience of communities due to international injections [5]. Therefore, if the structure of local economies is not changed to a more sustainable one (to develop its own export potential, not just consumption), Western Ukraine risks repeating the post-war scenario of Donbas in 2014-2015: when external aid stopped, the region again fell into stagnation.

The identified patterns indicate the need for a comprehensive policy: effective adaptation of regions is impossible only through private initiatives or short-term programs. Thus, many authors (for example, in BOFIT Weekly Review, 2023) emphasize the role of systemic financing (EU, IMF) in stabilizing macro indicators [9]. Locally, these ideas complement the principles of “two in one”: integration of IDPs and community development at the same time [11; 23]. The idea is to turn extraordinary spending into a development opportunity – for example, to turn the need for housing for displaced people into a program for the construction of affordable housing, rather than giving only temporary assistance. This approach is used in the international practice of regional development: it provides for the simultaneous support of infrastructure and the creation of jobs (training, attracting investments, etc.). Our observations confirm the validity of these recommendations for Ukraine.

The accumulated data allow us to identify the limitations of the study. Firstly, the situation in the war is very dynamic: the occupation of part of the territories, new hot spots, and changes in economic policy can quickly change the trends of 2022-2023. Secondly, the lack of full-fledged statistics – for example, many enterprises do not immediately report through the front line or occupation – complicates accurate comparisons by year. And finally, the impact of macro factors (for example, dollar fluctuations or decisions abroad) was not analyzed in this article. Therefore, any forecasts should be made in moderation.

6. Conclusions

The study proved that the western regions of Ukraine really function in the conditions of war as a relatively stable “rear core” of the national economy: they received a large share of IDPs and investment projects, which made it possible to partially maintain economic activity in Western Ukraine. However, the stability of the regions turned out to be incomplete: there are tangible regional imbalances between the regions. While the Lviv region has reached the pre-crisis level of capital investments and business activity, other regions are lagging. According to our hypothesis, the downward trend in lagging is due to the uneven redistribution of resources: globally, the most successful centers (the main city, business leaders) absorb the lion’s share of aid. As a result, growth is sustained in these areas, while peripheral areas and villages become potentially more vulnerable to economic downturns.

To increase overall resilience, the following measures must be taken:

- to direct targeted state subventions and grants to IDP ATCs to finance social projects (repair of schools/hospitals, stimulation of public services);
- to implement programs for professional retraining of IDPs and stimulation of their employment in new places;

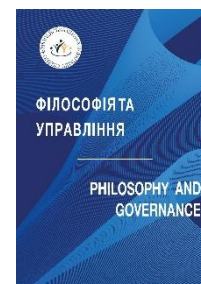
- stimulate private investment in regions with low business activity (through tax preferences, soft loans, industrial parks);
- develop affordable housing (construction on preferential terms, modular complexes) and finance social services to reduce social tension;
- to create a centralized system for monitoring key indicators (the number and share of IDPs in the population, the unemployment rate, the volume of capital investments, the workload of schools and hospitals, etc.) [1].

Such a strategy will provide for the transition from occasional assistance to targeted development and, most importantly, will contribute to a balanced post-war recovery of the western regions of Ukraine, bringing them from the status of “receiver of crisis flows” to the path of self-affirmation.

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Mechanisms of State Response to Information Challenges in the Context of National Security

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ABSTRACT

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The article examines the mechanisms of state regulation of the interaction of the mass media and public authorities in Ukraine. The relevance of the topic is due to the need to ensure openness, transparency and accountability of the activities of state institutions, as well as the formation of an independent and responsible media space during the period of transformational development of society and armed conflict. The main problems identified are insufficient funding of independent media, political and oligarchic influence on editorial policy, as well as the instability of the legislative framework and law enforcement practice. The purpose of the study is to analyze the regulatory, institutional, organizational and information and technological mechanisms of interaction between the mass media and public authorities, determine their effectiveness and contribution to the democratic development of the state. The article uses such research methods as content analysis of regulatory acts, comparative analysis of foreign and domestic experience, as well as a systematic approach to assessing the functioning of the media sector. The results of the study showed that effective interaction between the media and the authorities requires a comprehensive approach, which includes legal support for freedom of speech, institutional regulation of media activities, development of information and communication platforms and support for independent journalistic initiatives. Particular attention is paid to the role of international standards in the field of human rights, recommendations of international organizations and financial support for independent media in ensuring pluralism and objectivity of the information space. The proposed recommendations include strengthening legislative regulation, developing organizational and technological mechanisms of communication, improving the professional ethics of journalists, as well as creating favorable conditions for independent media activities. Prospects for further research include assessing the impact of digitalization on the interaction of the state and the media, as well as analyzing the effectiveness of strategies for supporting independent media in the post-conflict period.

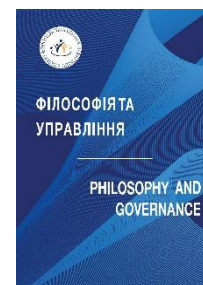
KEYWORDS

state regulation, mass media, public authority, freedom of speech, media pluralism, information policy, democratic governance, independent media, information and communication mechanisms, international standards.



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Механізми державного регулювання взаємодії засобів масової інформації та органів публічної влади

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СТАТТЯ

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У статті досліджено механізми державного регулювання взаємодії засобів масової інформації та органів публічної влади в Україні. Актуальність теми зумовлена необхідністю забезпечення відкритості, прозорості та підзвітності діяльності державних інституцій, а також формування незалежного та відповідального медіапростору у період трансформаційного розвитку суспільства та збройного конфлікту. Основними проблемами визначено недостатнє фінансування незалежних медіа, політичний та олігархічний вплив на редакційну політику, а також нестабільність законодавчої бази та правозастосовної практики. Метою дослідження є аналіз нормативно-правових, інституційних, організаційних та інформаційно-технологічних механізмів взаємодії ЗМІ та органів публічної влади, визначення їх ефективності та внесок у демократичний розвиток держави. У статті використано такі методи дослідження, як контент-аналіз нормативно-правових актів, порівняльний аналіз зарубіжного та вітчизняного досвіду, а також системний підхід до оцінки функціонування медіасектора. Результати дослідження показали, що ефективна взаємодія ЗМІ та влади потребує комплексного підходу, який включає правове забезпечення свободи слова, інституційне регулювання діяльності медіа, розвиток інформаційно-комунікаційних платформ та підтримку незалежних журналістських ініціатив. Особливу увагу приділено ролі міжнародних стандартів у сфері прав людини, рекомендацій міжнародних організацій та фінансової підтримки незалежних медіа у забезпеченні плюралізму та об'єктивності інформаційного простору. Запропоновані рекомендації передбачають посилення законодавчого регулювання, розвиток організаційних і технологічних механізмів комунікації, підвищення професійної етики журналістів, а також створення сприятливих умов для незалежної діяльності медіа. Перспективи подальших досліджень охоплюють оцінку впливу цифровізації на взаємодію держави та медіа, а також аналіз ефективності стратегій підтримки незалежних ЗМІ у постконфліктний період.

КЛЮЧОВІ СЛОВА

державне регулювання, засоби масової інформації, публічна влада, свобода слова, медіаплюралізм, інформаційна політика, демократичне управління, незалежні медіа, інформаційно-комунікаційні механізми, міжнародні стандарти.

1. Introduction

The media in modern societies is often defined as the “fourth estate”, “the guardian or right hand of democracy”. Television, newspapers, magazines, radio, and Internet portals play a key role in shaping public opinion and political culture. Politicians, being public figures, are constantly under the gun of cameras and microphones, must answer difficult questions and explain their decisions and actions. At the same time, opponents often use information from the media for their own purposes, and high-profile scandals can lead to the termination of the political career of individuals [1, p. 12].

In modern conditions, the media have become an influential force that covers not only the political sphere, but also social relations in general. The use of this influence for the benefit of the state and society requires the formation of an effective information policy and the construction of appropriate mechanisms of interaction between the media and public authorities. Ukraine has chosen a democratic vector of development, which provides for the protection of the rights and freedoms of citizens, ensuring law and order, promoting unity and tolerance, as well as the formation of an active civic position. All elements of the political and social system must act in a coordinated and consistent manner in this direction.

Thus, the study of the mechanisms of state regulation of interaction between the media and public authorities is relevant to ensure transparency, efficiency and democracy of management processes in Ukraine.

2. Literature Review

The interaction of the mass media and public authorities is a complex multi-level social and communication process that reflects the balance between freedom of speech, the right of citizens to access information and the responsibility of the state for the formation of an open information environment. At the same time, the problem is in the focus of research by representatives of various fields of knowledge – sociology, political science, law, public administration and journalism – which indicates its interdisciplinary nature and strategic importance for modern democratic societies.

According to I. Slovka, the mass media perform not only the instrumental function of data transmission, but also form a system of social orientations, model the political behavior of citizens and determine the level of their awareness of the activities of the authorities [14, p. 67]. In this context, the media act as an intermediary between the authorities and society, providing not only a communication, but also a control mechanism that contributes to increasing the accountability of state institutions.

P. Verbytskyi considers the interaction of state bodies and the media as a component of the science of social communications, emphasizing that the effectiveness of communication between the government and society largely depends on the level of development of democratic institutions, the degree of freedom of the press and the availability of legal guarantees for the independence of journalistic activity [4, p. 17–18]. The author emphasizes that in countries with a high level of political culture, the interaction between the authorities and the media is based on the principles of parity, openness and mutual responsibility.

In the works of H. Burtnyk, as well as in the decisions of the European Court of Human Rights, there is a tendency to normative consolidation of the principles of access to public information, transparency of the activities of authorities and prevention of censorship as an instrument of political pressure. Such provisions are consistent with European democratic values enshrined in the Charter of Fundamental Rights of the European Union [15], which emphasizes the need to ensure freedom of expression and the right of citizens to receive reliable information. A comparative analysis of these documents allows us to assess the level of harmonization of Ukrainian legislation with European standards in the field of information policy.

Domestic scientific thought, represented by the works of I. Parubchak, focuses on the problems of openness and transparency in the interaction of the media and authorities. The author substantiates that ensuring the publicity of managerial decisions is a key factor in increasing the level of citizens' trust in state institutions, because information openness contributes to the development of civic activity and public control over the authorities [9, p. 76]. L. Antonova, A. Antonov and L. Ivashova in their works reveal the content and mechanisms of information and communication support of public administration, analyzing the interaction between the government and the media at the levels of state, regional and local structures [1, p. 11].

At the same time, in modern scientific discourse, there is an ambiguity in the interpretation of the boundaries of state regulation of the media. Some researchers emphasize the need for regulatory control as a way to prevent manipulation, disinformation and the spread of fake news; others are on the priority of self-regulation of the industry, which ensures the independence of journalists and the development of high-quality media. The problem is to find the optimal balance between freedom of information activity and the state's responsibility for information security, which is especially relevant in the context of hybrid threats and information wars.

The definition of effective models of interaction between the authorities and the media in the context of democratic reforms in Ukraine remains an actual direction of further research. As O. Yakovenko rightly notes, it is important for Ukrainian conditions to combine the principles of pluralism, freedom of expression and public control with the national interests of the state in the field of information security [16, p. 75]. This approach involves the creation of an institutional model of cooperation, in which state bodies, the journalistic community and public organizations act as equal participants in the process of forming public space.

Thus, the modern paradigm of interaction between the authorities and the media is formed at the intersection of legal, political and communication factors. It requires further theoretical reflection, taking into account international experience, the development of digital technologies, the transformation of the information environment and the growing role of civil society. A systematic approach to the study of this issue will not only clarify the mechanisms for regulating the information space, but will also contribute to the formation of an effective state information policy focused on ensuring transparency, accountability and citizens' trust in the authorities.

3. Problem Statement

The purpose of the study is to scientifically substantiate the mechanisms of state regulation of interaction between the media and public authorities in Ukraine. The main attention is paid to the analysis of interaction models, determining the role of the media in the state and society, as well as the study of national and international legal acts in the field of information rights.

4. Methods and Materials

The study was based on a comprehensive analysis of scientific works, legislative acts, international standards and practices of the functioning of the mass media in interaction with public authorities. The main goal was to study the mechanisms of state regulation of this interaction, their models and effectiveness in ensuring the principles of openness, transparency and accountability of public administration, as well as the influence of historical, social and political factors on the formation of modern communication systems between the authorities and civil society.

To achieve this goal, both quantitative and qualitative research methods were used. In particular, a content analysis of Ukrainian regulations and international documents, such as the Constitution of Ukraine, the Laws "On Media", "On Television and Radio Broadcasting", "On Access to Public Information", the European Convention on Human Rights and the International Covenant on Civil and Political Rights, was carried out. The analysis made it possible to assess the content of legislative norms, the mechanisms of their application and the impact on the development of freedom of speech, media pluralism and democratic control over the activities of government bodies.

A comparative analysis of the models of interaction between the media and the state, proposed by foreign scientists (F. Siebert, T. Peterson, V. Schram, D. Gallin, P. Mancini), was used, which made it possible to determine the compliance of Ukrainian practice with international approaches and to highlight the features of the transitional model of democracy. Particular attention was paid to the analysis of the types of state influence on the media, the level of political parallelism, the professional training of journalists and the development of the media market.

To deepen the understanding of the effectiveness of state regulation mechanisms, an analysis of law enforcement practice was carried out, in particular the decisions of the European Court of Human Rights on restrictions on freedom of speech and access to public information. Indicators of press freedom in Ukraine were also monitored on the basis of data from the international non-governmental organization Reporters Without Borders (RSF), which made it possible to assess the impact of economic, political and security factors on the activities of independent media.

Methods of historical and logical-systemic analysis were used to track the evolution of interaction between the media and the authorities in Ukraine – from totalitarian control in the Soviet period to modern democratic approaches based on the principles of pluralism of opinions and socially responsible journalism. The use of structural and functional analysis made it possible to identify the main mechanisms of state regulation, including legislative, administrative, financial, information, communication and control tools, as well as their results and effectiveness at different levels – state, local, public and international.

Thus, the study was based on an integrated approach that combines the analysis of regulatory documents, models of interaction between the media and the authorities, international practice and empirical data on the functioning of the Ukrainian media space. This made it possible to identify the key patterns and problems of state regulation of communication interaction and to form proposals for improving the mechanisms of effective interaction between the media and public authorities.

5. Results and Discussion

In a modern democratic society, the mass media are not only a tool for transmitting news or commentary, but also a significant factor in shaping public opinion, controlling the activities of the authorities, ensuring transparency and accountability of state institutions. The media, according to I. Parubchak, have become an integral part of political and social life, directly influencing the processes of communication between the state and society. That is why the interaction of the mass media with public authorities is considered as an important mechanism for implementing the principles of openness, publicity and accountability of public administration [9, p. 75].

Interaction between the media and public authorities is based on coordinated activities, common goals, professional ethics and high quality of forms of cooperation. At the same time, it is both a way to improve public administration and an indicator of the democratic development of society. According to P. Verbytskyi's research, this interaction is a category of the science of social communications, which combines elements of information policy, political management and public administration [4, p. 18]. However, this cooperation does not always imply a complete coincidence of the positions of the parties – differences in views on certain events or decisions can provoke conflicts, which, however, are constructive and serve as an incentive for improving state policy [1, p. 11].

The information activity of public authorities today is based on communication tools that ensure the effectiveness of management at the state and regional levels. As L. V. Antonova notes, the possession of reliable information and the ability to use it effectively is a strategic managerial resource that allows rationalizing decision-making processes and increasing citizens' trust in the authorities [1, p. 14]. That is why information and communication mechanisms occupy a key place in the structure of public administration, as they contribute to improving the quality of public services, ensure transparency and form a positive image of state institutions.

The basic international document in this area is the European Convention on Human Rights (1950), Article 10 of which proclaims the right of everyone to freedom of expression, receipt and transmission of information without interference by the authorities [5]. At the same time, the document allows for restrictions on freedom of speech in order to protect national security, territorial integrity, public order or the rights of others, but these restrictions must be legally defined and proportionate to the needs of democracy [5]. Similar provisions are contained in the International Covenant on Civil and Political Rights (1966), Article 19 of which actually reproduces the norms of the Convention [8]. The Charter of Fundamental Rights of the European Union (Article 11) enshrines freedom of information and the principle of media pluralism, which is recognized as one of the cornerstones of a democratic society [15].

In the national context, these standards are implemented in the Constitution of Ukraine, Article 34 of which guarantees the right of every citizen to collect, store, use and disseminate information in any way. At the same time, legal restrictions on this right are provided for to ensure national security, public order, health care or protection of the reputation of other persons [7]. Detailed mechanisms for the implementation of the constitutional right to information are carried out by a number of laws, among which the key ones are: the Law of Ukraine "On Information" [12], "On Citizens' Appeals" [11], "On Access to Public Information" [10] and "On Media" [13].

The Law of Ukraine "On Information" (1992) defines the basics of the state information policy, the procedure for collecting, disseminating, storing and protecting information, as well as the rights and

obligations of subjects of information relations [12]. The Law "On Citizens' Appeals" establishes the procedure for citizens to exercise the right to make proposals to the authorities, to appeal against their decisions or actions, and to raise issues of improving the work of state institutions [11]. Instead, the Law "On Access to Public Information" guarantees the openness of the activities of public authorities, determining the procedure for access to data of public interest [10]. In turn, the adoption of the new Law "On Media" in 2022 was one of the steps towards adapting national legislation to European standards, as the document enshrined the principles of transparency, impartiality, equality and responsibility of the media, as well as normalized the activities National Council on Television and Radio Broadcasting [13].

An important element of the mechanisms of state regulation is the law enforcement practice, which is formed on the basis of the decisions of the European Court of Human Rights. As H. Burtnik notes, the evolution of the Court's jurisprudence has significantly expanded the interpretation of Article 10 of the Convention, recognizing that the right to freedom of expression also covers the right of access to public information [3, p. 4–5]. In particular, in the case "Hungarian Helsinki Committee v. Hungary" The court formulated the criteria by which the legality of restricting access to information is determined, including the purpose of the request, the nature of the information, the role of the requester and the readiness of the data for publication [3, p. 5]. Thus, the state must ensure a balance between the protection of confidential data and the implementation of the principle of openness of the activities of the authorities.

In democratic political systems, the effectiveness of the functioning of public power largely depends on the mechanisms of interaction with the media, which act as a key tool for communication between the state and the public. Such interaction is based on the principles of openness, transparency and close communication with the population, which ensures timely informing citizens about the activities of the authorities and involving them in decision-making [9, p. 77]. The completeness, reliability and quality of information received by citizens and used for managerial decision-making determines not only the effectiveness of the policy, but also the fairness of its implementation [1, p. 14–15]. We agree with V. Budaev that the media play the role of a controller of the actions of the authorities, contribute to the formation of public opinion and mobilization of the population to active participation in public life through charitable initiatives, petitions, solidarity actions and other forms of public activity [2, p. 124].

Freedom of speech and independence of the media is one of the fundamental principles of a democratic society. The media should be free from the pressure of political elites, able to represent a wide range of opinions and critically evaluate the actions of public authorities. In most democratic countries, censorship is prohibited, while restrictions on freedom of speech are justified only by extreme security needs, the fight against extremism or the protection of state secrets. State interference in the work of the media, censorship or persecution of journalists not only violate the constitutional rights of citizens, but also destabilize the political process and undermine public trust in the authorities [14, p. 68].

Ukraine, as a state with a transitional model of democracy, demonstrates the gradual formation of effective interaction between the authorities and the media. Historically, being part of the USSR, the country had a totalitarian model of control over the media, which provided for strict censorship and restrictions on freedom of speech. With the beginning of independence, the process of transformation began, which continues to this day, aimed at forming a model of interaction based on pluralism of opinions and democratic principles [3, p. 11]. According to the classification of F. Siebert, T. Peterson and V. Schram, Ukraine has gone from totalitarian control to a transitional model of democratic interaction, while according to D. Gallin and P. Munchkini, the modern Ukrainian model is characterized by polarized pluralism, combining the features of independent media and partial control by the state [16, p. 77–78].

In the Ukrainian media space today, the mass media are increasingly involving citizens in the discussion of topical socio-political problems, organizing direct contacts of the population with political figures, representatives of public organizations, state institutions and political parties. The media serve as a tool for informing the public about the management decisions made and the activities of the authorities, as well as create platforms for discussions on state projects and concepts. The use of advanced information technologies and the capabilities of Internet networks significantly accelerates the exchange of information at the national and international levels, increasing the efficiency and accessibility of communication [15, p. 242].

Coordinating the activities of state institutions with the media sector, it is possible to single out the main mechanisms of state regulation that ensure effective interaction between the media and public authorities (Table 1).

Table 1. Main Mechanisms of State Regulation of the Interaction Between the Media and Public Authorities

Mechanism category	Tools	Functions	Examples of application in Ukraine
Legislative	Laws "On Media", "On Television and Radio Broadcasting", regulations on information security	Ensuring legal regulation of media activities, monitoring compliance with standards, protection of journalists	Adoption of the new Law "On Media" in 2023, implementation of EU norms on media pluralism
Administrative	Licensing, state registers, control over compliance with broadcasting rules	Control over media activities, ensuring transparency and reporting	Licensing of television channels by the National Council on Television and Radio Broadcasting
Financial	Government grants, subsidies, support for independent media	Stimulating the development of independent journalism, supporting regional media	Financial support from the state and international organizations (USAID, EU)
Information / communication	Public Information Platforms, Official Websites of Authorities, Public Consultations	Ensuring citizens' access to information, creating platforms for discussions	Web portals of state institutions, online broadcasts of Verkhovna Rada meetings
Control / supervisory	Inspections, audit, public control, media ombudsman	Monitoring compliance with journalism standards, combating disinformation	Work of the National Council on Television and Radio Broadcasting, public monitoring projects

Source: Developed by the author.

Globalization processes, in which Ukraine is actively involved, cause profound transformations in all spheres of society, which affects not only the external environment, but also the formation of new social and intellectual guidelines of a person. Only a critically thinking and active person who is able to analyze large amounts of data and make informed decisions is able to navigate in such an information space.

At the same time, to ensure operational control and interaction between the media and authorities, more organizational and institutional mechanisms are used, demonstrating the structure of regulation and actors involved in the communication process (Table 2).

Table 2. Organizational and Institutional Mechanisms of Interaction between the Media and Authorities

Level of interaction	Main subjects	Forms of interaction	Results
State	Cabinet of Ministers, ministries, National Council on Television and Radio Broadcasting	Press conferences, official announcements, consultations	Ensuring transparency of decision-making, building citizens' trust
Local	Regional State Administrations, City Councils, Regional Information Departments	Information portals, public meetings, public hearings	Raising the level of awareness of the local population, involvement in decision-making
Public	NGOs, journalistic associations, media activists	Monitoring, petitions, publications in the media	Control over the activities of the authorities, formation of public opinion
International	EU, OSCE, international NGOs (RSF, USAID)	Recommendations, grants, technical assistance	Promoting media regulation reforms, supporting independent media

Source: Developed by the author.

An equally important component of effective interaction between the media and the state is the legislative regulation of the rights and obligations of journalists. The Ukrainian regulatory framework is based on democratic principles, but its improvement remains an urgent task [4, p. 25–26]. The

professional community draws attention to the influence of business structures and political bodies on the editorial policy of the media, which sometimes leads to information manipulation and distortion of public opinion. In addition, the information field is formed under the influence of the interests of certain financial and political groups, which negatively affects the objectivity and reliability of public information. To overcome these problems, it is proposed to develop public broadcasting, independent of the state and oligarchic influence, avoid monopolization of the media space, broadcast democratic values and build a socially responsible model of interaction between the media and authorities [1, p. 16].

As G. Kyrychenko rightly points out, the media play a key role in the formation of value orientations of both individual citizens and society as a whole. At the same time, they reflect public opinion and actively influence its formation [6, p. 48–49]. Ideally, the media should serve as a link between the state and civil society, helping to balance the interests of the government and the population. If the media contribute to the implementation of democratic principles and increase the role of civil society in the political process, it can be stated that there are signs of a developed democracy [16, p. 79].

In Ukraine, the mass media are often involved in political struggles between different political forces, which gives political communication a contradictory character and causes a certain disintegration of society. Part of the media is under state control, which determines their biased attitude to the authorities, while others belong to individuals or political groups, which also affects the quality of information products [14, p. 69].

As of 2024, Ukraine has risen to 61st place in the World Press Freedom Index, which is published annually by the international non-governmental organization Reporters Without Borders (RSF). This improvement is significant compared to the 79th position in 2023 and reflects progress in ensuring freedom of speech and media pluralism in the face of the ongoing armed aggression by the Russian Federation [17].

At the same time, despite this increase, the situation in the Ukrainian media environment remains difficult and requires systemic changes. According to RSF, more than 90% of Ukrainian newsrooms are supported by subsidies, including international aid, including from USAID. The lack of such sources of funding jeopardizes independent coverage of the war and effective counteraction to information disinformation [17].

In 2025, Ukraine slightly dropped to 62nd place in the RSF ranking. This decline is due to the economic difficulties of the media sector, in particular due to the lack of stable funding and a reduction in advertising revenues. Systematic attacks on journalists, especially in the occupied territories, where a significant part of Ukrainian media workers are missing, remain additional challenges [17].

Thus, although Ukraine demonstrates some positive developments in the field of press freedom, the existing economic and security threats continue to pose significant risks to the development of independent media and the effective functioning of the state's information space. Taking these factors into account is critical for the development of national and international strategies to support the Ukrainian media sector in the context of military conflict and post-conflict stabilization.

Thus, the mechanisms of state regulation of interaction between the media and public authorities in Ukraine are formed on the basis of the constitutional principles of freedom of speech, openness and publicity, as well as on international standards in the field of human rights. They include regulatory, institutional, communication and information technology components aimed at ensuring the effective functioning of a democratic state. Further development of this interaction requires an integrated approach, which involves coordinating the interests of the state, society and the media sector, improving the legislative framework, increasing the level of information culture of officials and creating a favorable environment for free, independent and responsible journalism.

6. Conclusions

The study of the mechanisms of state regulation of interaction between the media and public authorities in Ukraine has shown that effective communication between the state and the media is a key factor in the development of a democratic society. The mass media play the role of not only informant of citizens, but also of the controller of the actions of the authorities, contributing to the formation of public opinion and active participation of the population in public life.

Interaction between the media and public authorities is based on the principles of openness, transparency and professional ethics. Legislative, organizational, information and communication

mechanisms provide a legal basis for media activities, citizens' access to information, control over compliance with standards and the creation of platforms for policy discussion.

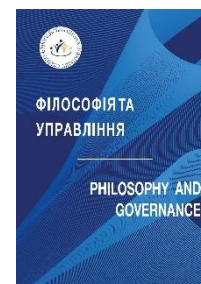
Despite the positive results achieved, challenges related to the economic dependence of the media, the influence of political and business structures, security risks and the need to improve the legislative framework remain. An important task is the development of independent public broadcasting, increasing the professional competence of journalists and officials, as well as the introduction of modern digital platforms for open communication with citizens.

Further development of mechanisms of interaction between the media and authorities will contribute to strengthening citizens' trust in state institutions, increasing the transparency of governance and the effective implementation of democratic principles in society. Effective state regulation of this interaction is a complex process that combines legal, institutional, information and communication elements and ensures a balance of interests of the state, the media and citizens.

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The Transformation of Ukraine's Healthcare System: Challenges and Opportunities for Public Governance

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ABSTRACT

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The article reveals the main directions of transformation of the health care system of Ukraine in the context of modern socio-economic and military challenges. It is established that the process of reforming the sector covers structural-organizational, regulatory, financial and managerial aspects aimed at increasing the efficiency and transparency of public administration. It is found that an important mechanism of reform is the introduction of the principle “money follows the patient”, which ensures the rational distribution of budget funds and stimulates competition among healthcare providers. It was emphasized that the creation of the National Health Service of Ukraine has become the institutional basis for the implementation of financial guarantees of the state in the field of medical care. It is emphasized that the Concept of Health Care Financing Reform, the Industry Development Strategy until 2030 and the Law of Ukraine “On State Financial Guarantees of Medical Care for the Population” laid the foundation for the modernization of management processes. It was stated that within the framework of the reform, a cluster model of the organization of medical institutions was formed, which made it possible to optimize patient routes and increase the efficiency of resource use. It is determined that the digitalization of the industry, in particular the introduction of the eHealth system, contributes to the control of the quality of services, cost monitoring and strengthening the accountability of medical institutions. It was noted that under martial law, the issues of restoring destroyed infrastructure and ensuring the stability of the functioning of the medical system have become especially relevant. It is emphasized that the financial policy of the state demonstrates positive dynamics – the volume of expenditures on health care has increased almost ninefold in recent years. It has been established that the reform contributes to strengthening intersectoral cooperation, the development of human resources and the implementation of the principle of “health in all policies”. It has been found that the overall result of the transformation is the formation of a sustainable, patient-centric and effective model of public management of the health care system of Ukraine.

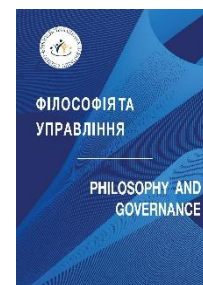
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transformation of the health care system, public administration, financing, reform, development strategy, military challenges.



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Філософія та управління

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Трансформація системи охорони здоров'я України: виклики та можливості публічного управління

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СТАТТЯ	АНОТАЦІЯ
Дослідницька DOI: 10.70651/3041-248X/2025.10.11 Авторське право © 2025 автора  Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0). 	У статті розкрито основні напрями трансформації системи охорони здоров'я України в умовах сучасних соціально-економічних і воєнних викликів. Встановлено, що процес реформування галузі охоплює структурно-організаційні, нормативно-правові, фінансові та управлінські аспекти, спрямовані на підвищення ефективності та прозорості публічного управління. З'ясовано, що важливим механізмом реформування є запровадження принципу «гроші йдуть за пацієнтом», який забезпечує раціональний розподіл бюджетних коштів і стимулює конкуренцію серед постачальників медичних послуг. Наголошено, що створення Національної служби здоров'я України стало інституційною основою реалізації фінансових гарантій держави у сфері медичного обслуговування. Підкреслено, що Концепція реформи фінансування охорони здоров'я, Стратегія розвитку галузі до 2030 року та Закон України «Про державні фінансові гарантії медичного обслуговування населення» заклали основу для модернізації управлінських процесів. Констатовано, що у рамках реформування відбулося формування кластерної моделі організації медичних закладів, що дало змогу оптимізувати маршрути пацієнтів і підвищити ефективність використання ресурсів. Визначено, що цифровізація галузі, зокрема впровадження системи eHealth, сприяє контролю якості послуг, моніторингу витрат та посиленню підзвітності медичних установ. Зауважено, що в умовах воєнного стану особливої актуальності набули питання відновлення зруйнованої інфраструктури та забезпечення стійкості функціонування медичної системи. Наголошено, що фінансова політика держави демонструє позитивну динаміку – обсяг видатків на охорону здоров'я зріс майже у дев'ять разів за останні роки. Встановлено, що реформування сприяє посиленню міжсекторальної взаємодії, розвитку кадрового потенціалу та впровадженню принципу «здоров'я в усіх політиках». З'ясовано, що загальний результат трансформації полягає у формуванні стійкої, пацієнтоцентричної та результативної моделі публічного управління системою охорони здоров'я України.

КЛЮЧОВІ СЛОВА

трансформація системи охорони здоров'я, публічне управління, фінансування, реформа, стратегія розвитку, воєнні виклики.

1. Introduction

Currently, the healthcare system of Ukraine is in a state of deep transformation, which is due to internal socio-economic changes and external challenges associated with the war, globalization processes and integration into the European space. In this regard, there is a need to rethink the principles of public administration in the field of healthcare, since traditional management models are not effective enough to ensure resilience and adaptability Industry. That is why the study of transformation processes in the health care system and the identification of opportunities to improve the efficiency of public administration are of particular relevance.

2. Literature Review

The works of modern scientists highlight various aspects of the formation and development of public administration in the field of health care. Thus, V. Junger focuses on the strategic provisions of public administration of the health care system [1]. At the same time, Y. Sokolenko and Y. Kharchenko analyze the mechanisms of public administration in the context of reform [2]. In turn, S. Stanislavska considers public administration as a structural and functional factor in improving the quality of life of citizens [3]. At the same time, V. Pashnev actualizes the issue of improving public administration under martial law [4]. Instead, R. Chernikhovskiy identifies directions for improving public administration in the field of health care [5]. In addition, A. Barzylovych identifies strategic aspects of reforming the health care system in Ukraine [6].

3. Problem Statement

The article is aimed at studying the transformation of the health care system in Ukraine, aimed at identifying the main challenges and identifying opportunities for improving public administration in the process of its modernization.

4. Methods and Materials

The work is of an analytical and theoretical nature, based on a systemic and structural-functional approach that integrates managerial, financial, and legal components. The methodology included regulatory analysis to study the four levels of regulation of the industry (constitutional, general, special, and conceptual) and key acts, such as the Law of Ukraine "On State Financial Guarantees of Medical Care for the Population" and the Concept of Financing Reform. Comparative analysis was used to assess the effectiveness of the "money follows the patient" mechanism and structural changes in financing. The materials of the study are formed on the basis of legislative acts, strategies of the Ministry of Health (in particular, the Development Strategy until 2030), and official financial data (2018–2024). The data of the National Health Service of Ukraine on concluded declarations (more than 31 million), information on damage to medical facilities (2481 objects, of which 326 were destroyed), as well as the works of modern scientists covering the problems of public administration in the context of reform and martial law, were also used. The tools used made it possible to identify disproportions caused by military challenges and substantiate strategies for strengthening the resilience of the industry.

5. Results and Discussion

Reforming the healthcare system of Ukraine involves the introduction of new management mechanisms aimed at improving the quality of medical services, optimizing public expenditures, and expanding the population's access to medical and preventive care [5, p. 328]. In this context, it is crucial to create and implement effective public administration tools that ensure proper regulation, control and coordination of activities in the field of health care.

Moving on to the issue of legal support, the transformation of the health care system of Ukraine is carried out by regulating the industry at four levels of regulatory and legal support: constitutional, general, special and conceptual. The given structure of the settlement determines the general direction of the industry's development, contributing to the systemic nature of changes. At the same time, a critical

element is the consistency of initiatives at all levels: violations at one level can limit the effectiveness of changes at others.

These areas of reform cover the following important areas: improving the quality of medical services and services; standardization of medical care, accreditation and licensing of health care institutions; introduction of social health insurance; decentralization and autonomy of medical institutions; financing of medical institutions; regulation of prices for medicines; prevention, diagnosis and treatment of certain types of diseases [6, p. 134]. The highlighted list emphasizes the integration of managerial, financial and legal components within the framework of reform.

Meanwhile, it is worth paying attention to practical experience that illustrates these areas. For example, as part of the resumption of primary health care in Ukraine, the “money follows the patient” financing model has been applied, in which a fixed budget is provided to the institution for each patient who has chosen a family doctor [7]. The reassessment of the funding mechanism made it possible to significantly expand access to primary care, which is one of the key areas of reform.

Also, taking into account the conditions of martial law and the challenges of the system, funding was introduced through the National Health Service of Ukraine (NHSU), which ensures the contracting of health care institutions and the management of state guarantees of medical services within the framework of the guaranteed medical package program [8].

In addition, the Concept of Healthcare Financing Reform, approved by the Cabinet of Ministers of Ukraine No. 1013-r of November 30, 2016 [9], defines the main directions of radical modernization of the industry, covering management, financing, resource provision and organization of medical services. The document provides for the creation of a new health care management system based on the principles of efficiency, accountability and financial transparency. In the context of this reform, the need to shift the emphasis from the maintenance of institutions to the payment of actually provided medical services is emphasized, which in turn stimulates competition between medical service providers and improves the quality of public services.

In practical terms, the implementation of this concept contributed to the creation of the NHSU – the central executive body responsible for the implementation of the principle “money follows the patient”. This mechanism provides a transition to a model in which the financing of a health care institution directly depends on the quantity and quality of medical services provided.

The experience of implementing this model shows that the institutional transformation of the financing system requires a change in the mechanisms of distribution of funds, as well as a rethinking of approaches to public administration in the field of healthcare. For example, according to the National Health Service of Ukraine [10], as of May 2025, more than 31 million citizens have signed declarations with family doctors, which made it possible to ensure a stable financial flow for primary health care and increase its availability in rural areas. In this regard, state policy is aimed at ensuring a fair distribution of resources and the formation of a management system focused on results, not on process.

At the same time, a comprehensive renewal of the industry requires a strategic vision of its development. It is for this purpose that the Strategy for the Development of the Health Care System of Ukraine for the period up to 2030 [11] was developed, which defines the conceptual guidelines of public administration in the medical field. Its main provisions are the formation of a patient-centered system, the improvement of personnel policy, the digitalization of management processes, as well as the integration of the principle of “health in all policies”. The latter stipulates that when developing and implementing state decisions in any sector, the consequences for public health must be taken into account.

The application of this principle opens up new opportunities for interagency cooperation and comprehensive planning of public policy. For example, within the framework of the implementation of strategic goals, joint programs of the Ministry of Health of Ukraine and the Ministry of Education and Science are being introduced to form a health-saving educational environment. At the same time, the Ministry of Infrastructure is implementing initiatives to improve road safety aimed at reducing mortality and injuries. Therefore, public administration in the field of health care goes beyond the sectoral approach, acquiring a systemic intersectoral character. [20]

However, the process of transforming the healthcare system is accompanied by numerous challenges, including insufficient funding, personnel shortages, uneven distribution of resources between regions, and the consequences of martial law. According to [12], as of October 2025, 2481 facilities belonging to 800 medical institutions were damaged or destroyed as a result of hostilities in Ukraine. Among them, 2,155 objects suffered partial damage, and 326 were destroyed. In such

conditions, there is a need to create flexible management mechanisms that can quickly respond to emergencies, optimize resources and ensure the sustainability of the system.

In response to these challenges, the state is intensifying public administration at the local level. In particular, within the framework of the decentralization process, communities receive more powers to plan a network of medical institutions, prioritize financing and organize medical services in accordance with local needs, which in turn strengthens the targeting of management decisions and increases the efficiency of resource allocation, which is one of the important factors in increasing the effectiveness of the reform.

At the same time, the Law of Ukraine "On State Financial Guarantees of Medical Care for the Population" dated October 19, 2017, No. 2168-VIII [13] enshrines the fundamental principles of financing medical care in Ukraine. According to Article 4 of this Law, an important element of the reform is the Medical Guarantee Program, within which the state provides full financing of a certain list of medical services and medicines at the expense of the State Budget of Ukraine. Thus, a mechanism of state funding is established, based on the principles of fairness, transparency and equality in citizens' access to medical services.

At the same time, the law defines the specifics of the provision of medical services to foreigners and stateless persons temporarily staying on the territory of Ukraine. The state provides payment for emergency medical care to these categories of persons, but requires compensation for its cost, unless otherwise provided by international treaties or laws of Ukraine [13].

In the context of the transformation of the healthcare system of Ukraine, this mechanism reflects the tendency to form a mixed financing model that combines state support with individual responsibility. The introduction of mechanisms for reimbursement of the cost of medical services for foreigners or temporary residents also helps to stabilize the budget burden and increases the financial stability of medical institutions.

An important component of the implementation of financial guarantees was the Affordable Medicines reimbursement program, which provides patients with the opportunity to receive medicines free of charge or with a partial surcharge in any pharmacy that has an agreement with the NHSU. The introduction of this mechanism has significantly increased the level of access to drug treatment, especially for people with chronic diseases. Under such conditions, the reform of financing of medical services ensured the transparency of the distribution of budget funds, as well as initiated the formation of a competitive environment among medical service providers. [19]

In this context, the transformation of the healthcare system of Ukraine has acquired a strategic direction focused on strengthening the institutional capacity of the medical network. Also in July 2022, the Verkhovna Rada of Ukraine adopted the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine to Improve the Provision of Medical Care" No. 2347-IX [14], which initiated a new stage of reform – the formation of a capable network of health care institutions. To implement this law, the Cabinet of Ministers of Ukraine adopted Resolution No. 174 of February 28, 2023, "Some Issues of Organizing a Capable Network of Health Care Institutions" [15].

In accordance with these regulations, each region of Ukraine is defined as a separate hospital district, which is divided into clusters. Within the hospital district, health care facilities are divided into super-clusters, clusters, and general hospitals. The reform provides for the differentiation of levels of care by complexity: uncomplicated cases are treated in general hospitals, while more complex cases are treated in cluster or super-cluster institutions. This creates prerequisites for reducing the burden on large medical centers and improving the quality of local care. For example, within the Kyiv region, a cluster model of medical institutions was introduced, which made it possible to more rationally distribute equipment and staff between hospitals of different levels, reducing the average time of transportation of patients to specialized departments by 20% [15].

A significant consequence of these transformations is the possibility of rational distribution of resources between institutions in accordance with their functional role within the hospital district. The reform contributes to the modernization of infrastructure, the purchase of modern medical equipment and the development of human resources in the medical industry. In combination with electronic health management tools (in particular the eHealth system), this creates the basis for effective monitoring of the provision of medical services, cost control and accountability of state institutions.

A fundamentally new element of the Ukrainian reform was the creation of an integrated information and analytical system for accounting for the health of Ukrainian citizens, foreigners and stateless persons who are in the country legally. This system operates based on electronic identification

of patients, collection and analysis of data from preventive examinations, which makes it possible to use the information obtained for analytical, expert and statistical purposes [16].

It should also be noted that the Ukrainian healthcare system began the process of reform with a significant time lag compared to other post-Soviet states; in fact, only two decades after the declaration of independence. However, despite the delay, the transformation measures have yielded noticeably positive results. In particular, it was possible to increase the availability of primary health care in rural regions, improve early diagnosis of malignant neoplasms, reduce perinatal, infant and maternal mortality, and reduce the number of cases of childhood disability. In addition, the reform contributed to improving the level of diagnostics and the quality of treatment at the primary level of medical care. At the same time, an important result was the formation of medical awareness of the population, the growth of attention to disease prevention and a healthy lifestyle [2].

At the same time, the development of human resources in the health care system requires the integration of educational and scientific programs into the international context. This will ensure the training of specialists who are able to effectively respond to modern challenges of the industry. Special attention needs to be paid to the restoration of medical infrastructure, taking into account modern approaches to hospital planning, which provide for the rational allocation of resources and improving the quality of medical services at all levels [4, p. 181].

In view of the above, it can be summarized that the transformation of the healthcare system of Ukraine is unfolding within the framework of a holistic process of improving public administration, which combines strategic planning, regulatory and legal support, digital modernization and improving the quality of human potential.

In connection with the above, it is advisable to visualize important trends in the financial provision of the industry, which allows us to visually trace the dynamics of public investments in the field of medicine and determine their role in the overall structure of reform (Fig. 1).

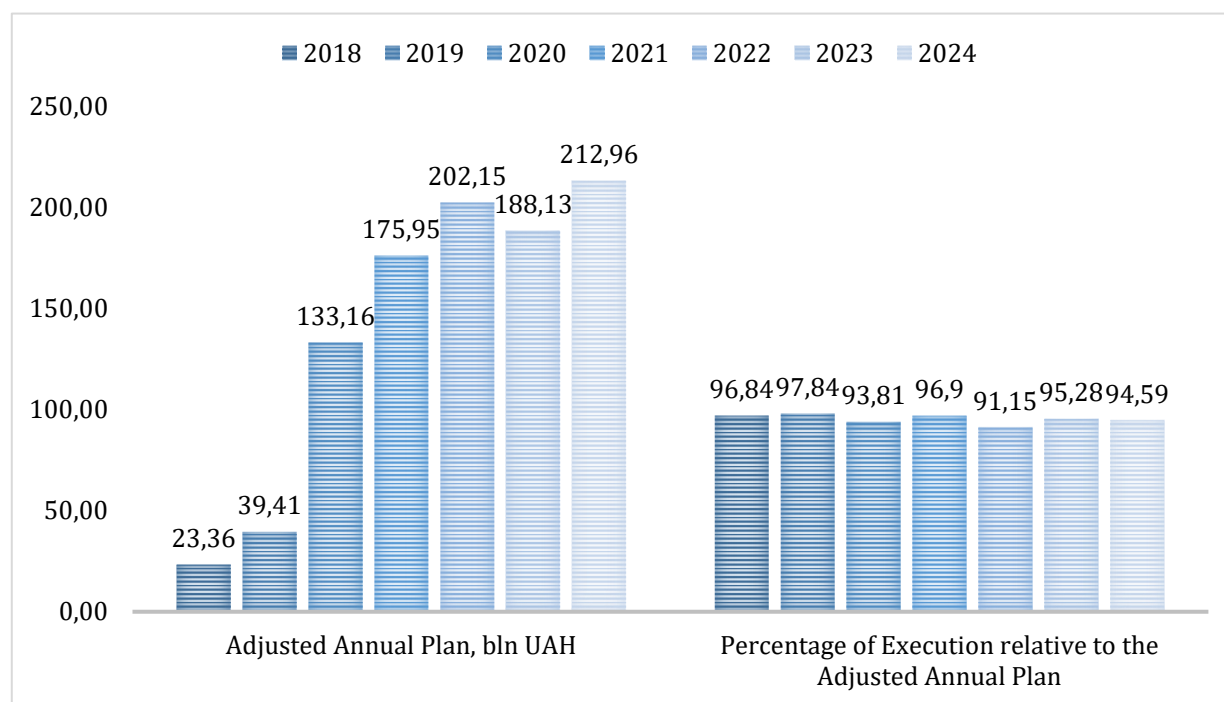


Figure 1. Expenditures on health care from the state budget

Source: Built based on [17].

The analysis of these statistics shows an increase in expenditures from UAH 23.36 billion in 2018 to UAH 212.96 billion in 2024, that is, an increase of almost nine times. The highlighted trend demonstrates a gradual shift in the priorities of state policy towards ensuring the resilience and adaptability of the health care system to internal and external challenges. As for the implementation of the revised annual plan, the analysis of the indicator indicates relative stability in the range of 91-97%, which indicates a sufficient level of budgetary discipline and managerial efficiency in the use of public funds [18].

Therefore, these data confirm that the financial transformation of the health care system of Ukraine is taking place in the direction of strengthening public administration and increasing economic efficiency. On the one hand, there is a steady increase in the volume of funding; on the other hand, there is a gradual institutional evolution of mechanisms for the distribution and control of budget resources. This means that the formation of a modern model of financial management in healthcare should be based on a combination of flexibility, transparency and result-oriented, which in turn creates prerequisites for strengthening the resilience of the system and ensuring its ability to respond to the latest challenges of socio-economic development.

6. Conclusions

Summarizing the results of the study, it can be concluded that the transformation of the healthcare system of Ukraine is aimed at the formation of an effective, sustainable and patient-oriented model of public administration. The reform covers strategic, regulatory, financial and organizational aspects that are interrelated and ensure the systemic nature of changes. The determining factor of success is the creation of transparent financing mechanisms based on the principle of “money follows the patient”, thanks to which it was possible to ensure the sustainability of financial flows and increase the availability of medical services. At the same time, the regulatory framework for reform, in particular the adoption of the Financing Reform Concept, the Law of Ukraine “On State Financial Guarantees of Medical Care for the Population” and the Strategy for the Development of the Health Care System until 2030, creates an institutional framework for improving the effectiveness of management. At the same time, in the context of military challenges, the issues of preserving medical infrastructure and developing flexible management response mechanisms are of great importance. The analysis of statistical indicators shows a significant increase in healthcare expenditures, which reflects the priority of this area in public policy and the gradual evolution of budget management in the direction of effectiveness and transparency. Therefore, the transformation of the healthcare system of Ukraine is formed as an integrated process of modernization of public administration, which combines strategic planning, digitalization, financial responsibility and human development, which creates the basis for the sustainable development of the industry in the long term.

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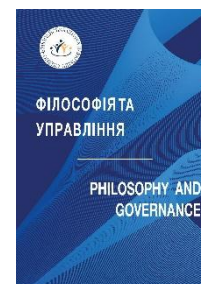
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Subjects and Objects of Administrative Service Provision by Public Authorities in Ukraine

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ABSTRACT

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The most active development in the system of public services in Ukraine is characterized by the sphere of administrative services. Within the framework of the national legislative field, the definition of “administrative service provider” is determined, which is positioned as a local self-government body or executive authority, a certain official or a state registrar with legally defined powers. The purpose of the study is to analyze the concept of subjects and objects of administrative service provision by public authorities in Ukraine. The study found that the category of “state” services is implemented by public authorities, state institutions and organizations, and local self-government bodies within the powers established by law. At the same time, executive authorities and local self-government bodies, organizations and institutions are considered to be the subjects of municipal service provision within the limits of their delegated and legally enshrined powers. The author substantiates the need to clarify the generally accepted definitions of administrative service providers, in particular, in the context of specifying the forms of ownership of organizations, enterprises and institutions involved in the process under study. The author analyzes the practice of delegation of powers and responsibilities within the system of administrative service provision by public authorities. It is substantiated that the involvement of other institutions in the process of service provision allows maximizing the use of their institutional potential, which ensures the formation of cost advantages. The author proposes new approaches to determining the status of institutions and organizations as an intermediary between the subject of administrative service provision and its recipient. The author outlines the directions of improvement of the theoretical and methodological basis for the definitions of subjects and objects of administrative service provision by public authorities in Ukraine.

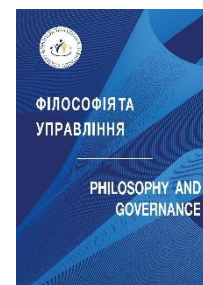
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public administration, administrative service, public authority, public authorities, executive authorities, local government authorities, definition, object of administrative service, subject of administrative service.



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Суб'єкти та об'єкти надання адміністративних послуг органами публічної влади в Україні

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Найбільш активний розвиток у системі реалізації публічних послуг в Україні властивий для сфери адміністративних послуг. У рамках національного законодавчого поля детерміновано дефініцію «суб'єкт надання адміністративної послуги», що позиціонується як орган місцевого самоврядування чи орган виконавчої влади, певна посадова особа чи державний реєстратор, що володіють законодавчо визначеними повноваженнями. Метою дослідження є аналіз поняття суб'єктів та об'єктів надання адміністративних послуг органами публічної влади в Україні. У дослідженні з'ясовано, що категорія «державних» послуг реалізовується органами державної влади, державними установами та організаціями, органами місцевого самоврядування у рамках встановлених законодавчими вимогами повноважень. Разом із тим, суб'єктом надання муніципальних послуг вважаються органи виконавчої влади та органи місцевого самоврядування, організації та установи, у межах делегованих та закріплених у правовому полі повноважень. Обґрунтовано необхідність уточнення загальноприйнятих визначень суб'єктів надання адміністративних послуг, зокрема, в контексті конкретизації форм власності організацій, підприємств та установ, що беруть участь в досліджуваному процесі. Проаналізовано практику делегування повноважень та відповідальності у межах системи надання адміністративних послуг органами публічної влади. Обґрунтовано, що залучення інших установ до процесу надання послуг дозволяє максимально залучати їх інституційний потенціал, що забезпечує формування додаткових переваг. Запропоновано нові підходи до визначення статусу установ та організацій, у якості посередника між суб'єктом надання адміністративної послуги та її отримувачем. Окреслено напрямки вдосконалення теоретико-методологічного підґрунтя дефініцій суб'єктів та об'єктів надання адміністративних послуг органами публічної влади в Україні.

КЛЮЧОВІ СЛОВА

публічне управління, адміністративна послуга, публічна влада, органи публічної влади, органи виконавчої влади, органи місцевого самоврядування, дефініція, об'єкт адміністративної послуги, суб'єкт адміністративної послуги.

1. Introduction

Public administration has a systemic character, and therefore presupposes the presence of subject-object relations. In general, the subject is a carrier of substantial characteristics and properties that determine the qualitative specificity of the object.

The traditional concept positions as a subject of administrative services in public administration a power body, unit or institution, or an official who is endowed with the functionality of forming and making decisions on the implementation of influence on the object of management. As for the object of management, in this context it is considered as a society as a whole, or certain administrative-territorial formations, sectoral relationships or processes, individual organizations, a specific person – that is, a direct recipient of administrative services.

Thus, in the context of the implementation of administrative services implemented by authorized public authorities in Ukraine, the subjects are local self-government bodies and executive authorities, as well as institutions within their management (in fact, public authorities).

At the same time, the development of the system for the implementation of public services is in an active phase, so all its elements need to be clarified and detailed as much as possible. At the same time, if there are no special issues in the case of subordination of institutions, organizations and enterprises in terms of activities for the implementation of administrative services to local self-government bodies and state authorities, then the process of delegation of powers to other institutions and organizations requires special attention.

The problem of developing new approaches to determining the status of enterprises, institutions and organizations as intermediaries between the subject of administrative service provision and its recipient is actualized. This forms the need for an in-depth analysis of the definitions of subjects and objects of administrative services provision by public authorities in Ukraine.

2. Literature Review

The discourse in the scientific field on determining the terminological basis of the phenomenon of administrative services has been actively developed against the background of the processes of decentralization in Ukraine and the implementation of administrative reform. The problems are analyzed in the publications of modern researchers V. Vlasenko [14], O. Kurko [3], T. Pautova and A. Nedelko [8], V. Tymoshchuk [13], V. Chernyshov [1] and others. Scientists offer diverse approaches to the categorical apparatus of the definition of “administrative services”, basic concepts and components. The specifics of the subjects of the system of administrative services provision by public authorities are studied in the works of Y. Onishchuk [7], Y. Pavlovych-Senet [9].

Directions for improving approaches to the legislative and legal definition of subjects and objects of administrative services in the modern field of public administration are considered in the publications of N. Sydorenko, I. Shkurat [11], V. Tereshchuk [12]. Researchers analyze the main “bottlenecks”, insisting on the need to specify the status of individual entities directly involved in the provision of public administrative services.

Among foreign scientists, whose developments are seen as valuable in the context under study, it is worth highlighting P. Esposito and S. Dicorato [2], A. Massey [4], L. Meuleman [5], D. Rosenbloom et al. [10], who consider public services as the result of management and propose to position the level of quality of administrative services as a criterion for the effectiveness of public administration in modern democratic service-oriented countries.

Given a certain ambiguity in the interpretation of the concept of the subject and object of administrative services, there is a need to expand approaches to the analysis of their essential foundations, enshrined in the regulatory and legal field, which requires in-depth analytics.

3. Problem Statement

The explanation of the theoretical and methodological basis of the concept of the subject and object of administrative services is not unambiguous today. The positions of scientists on these definitions have undergone evolutionary development since the introduction of administrative reform and now require specification and clarification, with appropriate reflection in the legislative and legal

field. The purpose of the study is to analyze the concept of subjects and objects of administrative services provision by public authorities in Ukraine.

4. Methods and Materials

Within the framework of the study, a systematic and comprehensive analysis of scientific publications and fundamental research was carried out. First of all, up-to-date primary sources from publications indexed in leading scientometric databases were processed. Priority was given to publications of the time interval 2020–2025. *“Public Administration, Administrative Service, Public Authority, Bodies of Public Power, Bodies of Executive Power, Bodies of Local Self-Government, Definition, Object of Administrative Service, Subject of Administrative Service”*.

The research methodology is compiled by general scientific methods of analysis and synthesis, generalization, systematization, formalization. These methods made it possible to determine cause-and-effect relationships, generalize scientific and theoretical data, determine the main criteria and definitions, determine the most influential factors within the phenomenon under study, formulate generalizing conclusions of the study and develop recommendations for improving approaches to determining the definitions under study in the legal field.

Limitations of the study include the lack of access to complete and up-to-date statistical data and the complexity of experimental verification of theoretical findings.

5. Results and Discussion

Administrative services are positioned as a relatively new element of the relationship between the state and the individual-citizen. This category is understood as various obligations of the authorities to carry out certain permitting and registration actions, provided that there are preceding relevant appeals from legal entities and individuals.

The Law of Ukraine “On Administrative Services” [6] establishes the definition of an administrative service as a result of the exercise of power by a subject of administrative services at the relevant application of a legal entity and an individual, which is aimed at acquiring, changing or terminating its rights and (or) obligations under the current legislation. At the same time, Article 5 of the same Law determines the exclusivity of establishing the main aspects of the implementation of administrative services by legislative requirements. These include, in particular, the grounds for obtaining administrative services, the subjects of the service provision and the limits of their powers in this matter, the requirements and the list of necessary documents, the aspect of payment, the deadlines for the provision of administrative services, an exhaustive list of grounds for refusal to provide administrative services.

The phenomenon of administrative service is endowed with certain features, in particular:

- 1) the administrative service is implemented only upon the prior application of a legal entity or individual;
- 2) the application of a legal entity or an individual serves as a reason for achieving a certain result in the context of changing, acquiring or terminating the duties or rights of a person;
- 3) administrative services are positioned as a result of the exercise of power by the subject of administrative services;
- 4) the process of providing administrative services is regulated by the requirements of the current legislation.

Analyzing the above features, it can be argued that the administrative service is implemented by the subject of administrative services exclusively on the initiative of a person (legal entity or individual), and the direct result of satisfying the application of the subject of application (legal entity or individual) is an administrative act, i.e. an individual decision regarding a specific person who creates, changes or terminates certain rights or obligations, or an administrative agreement. At the same time, the provision of administrative services is the powers of a state or local authority enshrined in the legislative field.

Among the types of administrative services implemented by public authorities, according to the criterion of service providers, public services and municipal services are differentiated.

Public services are positioned as a type of administrative services implemented by authorities, as well as state organizations, institutions, enterprises. At the same time, municipal services are considered

as administrative services implemented by local self-government bodies and communal organizations, institutions, enterprises [8].

According to the subject of receipt, administrative services can potentially be aimed at satisfying the declared interests of individuals, or legal entities and individual entrepreneurs, as well as services aimed at satisfying both legal entities and individuals.

According to the number of entities directly involved in the procedure for providing administrative services, composite and elementary are distinguished.

An important prerequisite for the effectiveness and high quality of the system of administrative services is the observance of the basic principles of the implementation of such services. They are understood as the fundamental principles of the activities of local and state authorities regarding the provision of administrative services to legal entities and individuals [3, p. 117–120]. Among them are the rule of law, stability, openness and transparency, equality before the law, timeliness and efficiency, information availability, guarantees of confidential data security, minimization of bureaucratic procedures and actions for obtaining administrative services, fairness and impartiality, convenience and accessibility for the subjects of appeals. It is these principles that underlie the construction of relationships between the subject of service provision and the subject of application (object of administrative service) [11, p. 25–27].

According to the provisions of the Law of Ukraine “On Administrative Services” [6], the subject of the application is a legal entity or an individual who directly applies for administrative services. At the same time, the definition of “individual” assimilates all categories of individuals, namely, citizens of Ukraine, stateless persons and foreigners. All of these categories can be positioned as subjects of applying for administrative services. At the same time, “legal entities”, depending on the specifics of their creation, are differentiated into legal entities of public law and legal entities of private law [14, p. 1–16].

It is worth noting that some types of administrative services are available only for certain groups of entities. In particular, a passport of a citizen of Ukraine can and should be obtained only by citizens of Ukraine, at the same time, a certain type of license is available only to a legal entity. It is important that the vast majority of administrative services can be received by proxy through a representative, which is enshrined in the legislative field [12, p. 388–390].

Thus, the subject of an application for the provision of administrative services can be:

- an individual (a citizen of Ukraine, a stateless person, a foreigner);
- individual entrepreneur;
- legal entity.

Subjects of administrative services are determined by Art. 1 of the Law of Ukraine “On Administrative Services”. These include:

- executive authorities;
- other government agencies;
- authorities of the Autonomous Republic of Crimea;
- local self-government bodies;
- officials of an executive authority, other state body, authority of the Autonomous Republic of Crimea, local self-government body.

It is worth noting the exhaustiveness of the list of administrative service providers. When it was formed in the legislative field, an institutional criterion was used, as opposed to a functional one. Thus, the legislation excludes the possibility of providing administrative services by other entities.

Subjects of administrative services should focus on the implementation of the principles of strategic communications. The main aspects of strategic communications in the field of public power are:

- adaptability and integrity: communications should function as a complex system, which should have flexibility, integrity, resistance to the dynamics of both society and the external environment;
- integration, which involves the assimilation of various types of communications and communication channels in order to achieve a certain goal;
- specified target audience, to which strategic communication influence is directed, for the most effective delivery of information about the functioning of government bodies, their advantages, policies, achievements;
- building trust and support: building trusting relationships between citizens and the authorities based on the principles of mutual respect, transparency and effective communication;

- educational and information strategies;
- involving citizens in active participation in social processes by creating favorable conditions for effective decision-making.

Among the key communicative components of the functioning of administrative service providers are prompt response to the requests and needs of various social groups; interpretation of information contained in legislative acts, channels of integration of legal norms; establishing internal information flows and connections with individual social groups.

At the same time, the key task of using a strategic and communicative approach in the activities of public authorities is to achieve public recognition and trust, justification of political decisions. The active position of civil society contributes to the progress of the state in the vector of humanism, democracy, maximum provision of human rights, ensuring the involvement of citizens in social and political life, achieving civil consensus and political socialization.

The main vectors of strategic communication in the system of administrative services provision by public authorities should be highlighted:

- 1) practical support by society of the activities, decisions and policies of the authorities, which is achieved by increasing the level of citizens' confidence in the functioning of state institutions;
- 2) ensuring effective feedback from civil society in order to monitor and evaluate performance;
- 3) integration of a single concept of state communication through the creation of a stable system of influence on the formation of public opinion;
- 4) optimization of interaction with the media in order to ensure transparent information of society about the concepts of implemented policy, formation and maintenance of a positive image of public authorities.

An important and inevitable stage in improving the system for the implementation of administrative services in the public space is the development of a network of administrative service centers (ASCs), which implement their functionality on the principle of functioning of a single transparent office. The key task of this process is to provide practical support for open multi-level public administration aimed at meeting the basic needs of society.

The digital transformation of public administration has found expression in the development of Diia Centers, which are a reflection of the concept of one-stop shop for obtaining administrative services, providing informative data, and constantly improving the quality of administrative services [9, p. 32–34].

Article 12 of the Law of Ukraine “On Administrative Services” defines the concept of an ASC as a permanent and operating body or structural subdivision of a local self-government body or local state administration, within the functioning of which administrative services are provided through the administrator and his further interaction with direct subjects of administrative services.

Article 13 of the Law “On Administrative Services” defines the concept of an administrator in the center for the provision of administrative services – an official of the body that formed the ASC, which organizes the provision of administrative services through interaction with the subjects of provision.

The key functions of the administrator are:

- 1) providing the subjects of appeals with comprehensive information and consulting support regarding the procedure for providing administrative services;
- 2) receipt of documents necessary for obtaining administrative services from the subjects of appeals, with their subsequent registration and submission to the relevant subjects of administrative services;
- 3) issuance or organization of postal sending to the subjects of appeals the results of the provision of administrative services, notification of the possibility of receiving administrative services;
- 4) organizational support for the process of providing administrative services by the subjects of provision;
- 5) exercising control over compliance by administrative service providers with decision-making deadlines;
- 6) direct implementation of administrative services;
- 7) drawing up protocols, consideration of cases of administrative offenses, imposition of appropriate penalties.

Thus, the administrator of the ASC is fully responsible for organizing the provision of a specific administrative service to the subject of application. Article 13 of the Law of Ukraine “On Administrative Services” determines the status of the administrator as an official of the body that formed the ASC, which

organizes the provision of administrative services through interaction with the subjects of administrative services.

It should be noted that the modern trend – the active introduction of digital technologies both in the managerial space and in other spheres of civil society – has a significant impact on the reformatting of bureaucratic processes through their active digitalization, as well as on the growth of public expectations for maximum openness and transparency of state institutions, and contains both certain challenges and real opportunities for their improvement. All of the above plays an important role in the process of implementing anti-corruption policy in modern Ukraine.

International practical experience in the successful development of the system of administrative services provision convinces of the direct dependence of the quality level of the administrative services system on the aspects of openness and transparency of public administration processes. In most developed countries of the European environment, the model of a single office of administrative services has been implemented. The world experience in reforming the public space for the provision of administrative services confirms the feasibility of digitalization of the process and convinces of the need to improve sectoral regulatory and legal support.

For example, in Germany, two types of service centers for the provision of administrative services have been created – a call center and an administrative services center, which reflects the key idea of optimizing the access of subjects of application to services. In the course of administrative reforms in Germany, multi-channel access to variable administrative services was created on the principle of a “single window”.

The system of “service supermarkets” in the Netherlands is fully reflected in the municipality of The Hague. In the office of this municipality there is the first level of the system of the “supermarket of administrative services” – the central “service complex”. The second level of the system is represented by industry offices in different locations of the city. The peculiarities of the organization of their work provide comfort for subjects of applying for administrative services, significantly save time, reduce contacts with managers, and prevent the risks of corruption.

Canada’s experience is characterized by individual conceptuality. “Access Centers” and telephone centers are actively developed, which provide various administrative and information and consulting services and are located in the buildings of state institutions. At the same time, adaptive schemes for the provision of administrative services, innovative forms of electronic interaction are being implemented [15, p. 10–15].

The practice of Poland is positioned useful in the context of the development of public governance in Ukraine, where a feature of the system of providing administrative services is the ability of public authorities to act as a subject of application for administrative services. At the same time, public authorities act as a person of private law or as a recipient of administrative services.

Also, in Poland, there is a specialized information center for the provision of administrative services to greatly simplify access to information. The concept of the provision of administrative services in Poland is based on the principle of delegation of authority for the provision of services, i.e. local self-government bodies or state authorities, having organizational and managerial powers, are not obliged to provide administrative services independently.

An alternative is the conclusion of contractual relations with certain service institutions, enterprises, organizations. This practice is seen as especially significant in the context of the prospective development of the system of administrative services provision by public authorities in Ukraine.

It would also be expedient to reveal the content of the following tangential concepts:

- “public authorities” – a link (element) of the state mechanism that participates in the performance of state functions and is endowed with powers;
- “bodies of state power” – an element of the state apparatus that is endowed with power to perform the functions of the state and achieve its goals;
- “executive authorities” – a component of the state apparatus, which, on the basis of laws, carries out state administration and implementation of laws, as well as the current operational regulation of public affairs;
- “state bodies” – elements of the state apparatus endowed with powers, which perform the functions of the state and are created on legal grounds to perform specific tasks;
- “local self-government bodies” – elected and other bodies that represent territorial communities and resolve issues of local importance within the framework of the law, have their own powers, material and financial basis and act independently;

– “officials” of executive authorities and local self-government bodies – persons who work in executive authorities and local self-government bodies, have organizational, administrative or consultative-advisory functions (city, village and township heads, secretaries of councils, heads of executive bodies and specialists, for example, registrars).

Despite the trend of expanding the variability of administrative services, the general optimization of their quality, and the implementation of online methods of providing administrative services, there are currently a number of problematic issues that require urgent attention. Among the factors that hinder the effective development of ASCs and affect the quality of administrative services, it is worth highlighting:

- low level of communication competence between territorial divisions of management bodies and subjects of administrative services;
- imperfection of the regulatory framework;
- inadequate level of funding and resource provision;
- inequality of opportunities for obtaining online services in the regional context.

The outlined problems indicate the need to unify the requirements for the provision of administrative services in an online format, which will ensure equal access opportunities for all consumers. The way to solve the problem is seen in ensuring well-established cooperation between the authorities and society, which requires the involvement and active use of the potential of modern digital technologies. The process of implementing digital service must be carried out through both traditional and digital channels.

Further development of the system for the implementation of administrative services is closely related to the expansion of the audience of subjects of the provision of such services. In Ukraine, there are already certain regulatory prerequisites for the formation and effective development of the services market. Thus, the provisions of the Strategy for Reforming the System of Social Services Provision refer to: “creating equal conditions for entities providing social services in the market of such services”.

Noting the limited definition of subjectivity in the system of implementation of administrative services by public authorities, the possibility of integrating the services market is seen as paradoxical. However, taking into account that the entity that provides social services can belong to both the public and non-public sectors, the problem of legal correctness of defining the subject of administrative service provision without specifying the permissible institutions in this role arises. The dualistic nature of the issue complicates the process of law enforcement in the system of administrative services, which requires the revision of the terminological apparatus within the framework of the strategy for the provision of administrative services, noting the achievements of modern theoretical and methodological developments in the field of public services.

An important role today belongs to e-government, which allows automating numerous administrative processes, makes information about the activities of public bodies accessible, increases the level of transparency and accountability, and increases the level of interaction between the authorities and citizens. Typical goals include the creation of a single information space, optimization of financial management, digitalization of document flow, individualized digital solutions for the automation of both administration functionality and other management processes.

The introduction of innovations in the process of providing administrative services requires the outlining of practical strategies and tools. In particular, the material basis for upgrading the public administration system is determined by a set of resources that provide an opportunity to perform managerial functions and solve tasks assigned by law.

The upgrade of the public administration system is positioned as an important component of democratic transformation and development of society. Its successful implementation depends on an effective combination of regulatory, material and financial frameworks. All these elements, in synergistic interaction, form the basis for the sustainable development of municipalities and the support of their socio-economic progress.

It is advisable to note the main components of the material basis for the transformation of the public administration system:

1. Financial resources, i.e. own budget, which is formed from taxes, fees and other local revenues. Financial autonomy allows local authorities to resolve issues related to their innovative development in the context of publicity.

2. Economic opportunities, because in the context of decentralization, regions can actively develop their own economy, attract investments, and implement projects aimed at intensifying the effectiveness of public administration at the local level.

3. Qualified personnel in the field of public administration are an important part of the material basis, because professional and competent employees contribute to the effective performance of the tasks of self-government bodies.

4. Grants, subsidies, assistance from the state or international organizations that are provided for the implementation of specific projects and programs.

The public administration system, which is based on the provision of the necessary resources, is one of the most influential factors of effective regional development, which stimulates the effective independence of regions, has a positive effect on business development, allows for the effective development of infrastructure, and provides solutions to improvement problems. In addition to the conclusions of the above-mentioned scientists, the current study demonstrates that innovative digital solutions have a positive impact on the formation of the public administration system, even in limited conditions of socio-economic crisis.

A unified methodology of public administration in the development of territorial communities, which is currently absent, should include means of increasing the degree of public trust in the authorities and the level of efficiency of interaction between citizens and authorities; tools for improving the volume and quality of administrative services provided; introduction of e-government; financing of projects and program activities for regional development; integration of targeted educational programs, consulting and counseling.

Constant commitments of stakeholders in various sectors contribute to the formation of successful management models, avoiding unnecessary bureaucracy. Local management decisions require adaptability, not unified algorithms. At the same time, inclusiveness promotes cooperation between the state, business and the community, which intensifies the processes of forming effective management decisions.

Ensuring sustainable urban development requires an effective partnership between government, the public and business. European practice shows that such interaction optimizes the cost of infrastructure projects and resource management, as well as improves the investment climate and the balance of the socio-economic environment. Public-private partnerships within the framework of sustainable urban development ensure that the adopted development models complement specific regional needs, which is the basis for the formation of an inclusive urban environment. In addition, this interaction has an impact on ensuring environmental sustainability and protection by promoting the integration of energy efficiency initiatives, green practices and mitigating the effects of environmental degradation.

It is obvious that the new approach requires a revision of established approaches to the classification of subjects and objects of administrative services provision by public authorities. There is an urgent need to transfer modern management approaches, which are generally recognized in the international community, and adapt the relevant regulatory framework.

6. Conclusions

The analysis of the legislative and legal framework makes it possible to make sure that there is no single concept on the interpretation of the definitions of the subject and object of the provision of administrative services by public authorities. At the same time, the problem of the category of institutions that can be positioned in these roles becomes debatable. Normative provisions in the social sphere determine the subject of social service provision to a certain institution that satisfies the "criteria of activity", regardless of the form of ownership and management. At the same time, the subject of the provision of administrative services, in accordance with the provisions of the Law of Ukraine "On Administrative Services", is the specified institutions – the executive authority, another state body, the authority of the Autonomous Republic of Crimea, the local self-government body, their officials, the state registrar, the subject of state registration, authorized in accordance with the law to provide administrative services.

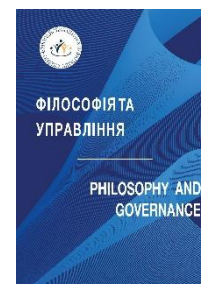
Despite significant differences in the context of identifying the category of the service provider, both areas – the implementation of social services and the implementation of administrative services –

are integrated into the general system of public services. Obviously, this actualizes the need to develop a single concretized approach in the context under study.

The priority is the need to identify and specify the status of institutions that have the authority to implement administrative services. They must be positioned as an intermediary between the direct recipient of the service and the subject of its provision. ASCs currently perform the functionality of an intermediary, and therefore the regulation of relationships formed when engaging such an intermediary is characterized by developed regulatory support. Further research and improvement are required to regulate subject-object relations in the process of providing services, as well as the normative regulation of the procedure for delegating powers for the provision of public services to institutions in the non-public sphere.

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Innovative Directions for Improving Public Personnel Management Mechanisms in the Healthcare Sector

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ABSTRACT

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Modern transformations of the system of socio-economic relations necessitate the reformatting of management models, the actualization of the role of publicity, and ensuring transparency in the staffing of important spheres of public life. The purpose of the article is an extended analysis of key innovative ways to optimize public management mechanisms in the healthcare sector in the context of current challenges. The study examines the main achievements of the upgrade of management strategies in the studied industry, identifies priority problems of the transformation process, and related challenges. Practical cases of the dynamics of management approaches to staffing in the healthcare sector of developed countries are analyzed, and basic legal and organizational aspects are identified that can serve as the basis for the formation of effective management strategies for the development of the industry in Ukraine. The impact of digitalization of management processes on industry management processes is studied, and the most important reforms in the industry are outlined, including the introduction of innovative electronic systems and technologies for optimizing the medical system. Relevant security challenges for the healthcare system in the digital information and communication environment are noted, in particular, the protection of confidential data, the prevention of unauthorized access, and the integrity of resources. The main directions of future reforms in the industry are highlighted, which will allow achieving greater efficiency of public management: improving the quality of medical care, ensuring sufficient funding, improving sectoral legislation, and harmonizing standards with European requirements. The practical significance of the research results lies in the possibility of their use in the process of forming and implementing an effective personnel policy aimed at improving the effectiveness of public management in the healthcare sector.

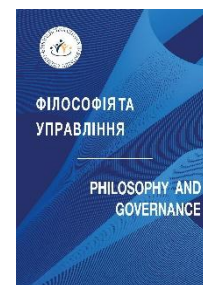
KEYWORDS

public management, public management mechanisms, public management in health care, health care, innovative approaches, personnel development, personnel motivation, career growth, human resources potential, civil service.



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Інноваційні напрями вдосконалення механізмів публічного управління персоналом у сфері охорони здоров'я

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СТАТТЯ

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Сучасні трансформації системи соціально-економічних відносин зумовлюють необхідність переформатування управлінських моделей, актуалізацію ролі публічності та забезпечення прозорості щодо кадрового забезпечення важливих сфер суспільного життя. Метою статті є розширений аналіз ключових інноваційних шляхів оптимізації механізмів публічного управління персоналом в секторі охорони здоров'я у контексті актуальних викликів. У дослідженні розглянуто основні досягнення апгрейду управлінських стратегій в досліджуваній галузі, виокремлено пріоритетні проблеми процесу трансформації та дотичні виклики. Проаналізовано практичні кейси динаміки управлінських підходів щодо кадрового забезпечення у сфері охорони здоров'я розвинених країн, виокремлено базові правові та організаційні аспекти, що можуть слугувати основою для формування ефективних управлінських стратегій розвитку галузі в Україні. Досліджено вплив цифровізації управлінських процесів на процеси галузевого управління, окреслено найбільш важливі реформи в галузі, у тому числі, впровадження інноваційних електронних систем та технологій для оптимізації медичної системи. Зауважено дотичні безпекові виклики для системи охорони здоров'я в цифровому інформаційно-комунікаційному середовищі, зокрема, захист конфіденційних даних, попередження несанкціонованого доступу, забезпечення цілісності ресурсів. Виділено основні напрямки майбутніх реформ в галузі, що дозволять досягнути більшої ефективності державного управління: підвищення якості медичної допомоги, забезпечення достатнього фінансування; вдосконалення галузевого законодавства і гармонізація стандартів із загальноєвропейськими вимогами. Практична значимість результатів дослідження полягає в можливості їх використання в процесі формування та реалізації ефективної кадрової політики, спрямованої на покращення результативності публічного управління у сфері охорони здоров'я.

КЛЮЧОВІ СЛОВА

публічне управління, механізми публічного управління, публічне управління у сфері охорони здоров'я, сфера охорони здоров'я, інноваційні підходи, розвиток персоналу, мотивація персоналу, кар'єрне зростання, кадровий потенціал, державна служба.

1. Introduction

The main direction of the formation of an effective health care system is to ensure the human resources of the industry. In Ukrainian realities, many serious personnel problems have accumulated in the area under study. Among the key ones, it is worth highlighting the low level of personnel planning, serious disproportions in the provision of specialists of various specializations and the shortage of employees, the low professional level of personnel, the inconsistency of the state personnel policy with the new challenges of the health care system – the complication of medical technologies, total digitalization, and the increase in public needs for medical care.

The transformation of the concept of development of the health care sector against the background of current social and socio-economic challenges causes a change in the financial, economic and market mechanisms of the system, a reformatting of the general system of management of health care institutions, and the dynamics of the management paradigm in relation to human resources. Current managers and participants in scientific discourse are looking for opportunities to optimize healthcare management against the backdrop of digitalization and the dynamics of views on sectoral management functionality. The situation requires actualization of goals, means and approaches to communication based on the principles of humanism and human-centeredness.

Active reform of medicine in the context of increasing the share of private practice, optimization of financing and patient logistics between individual medical sectors does not exclude several problematic issues related to the management of personnel of healthcare institutions, in the context of general digitalization, the need to ensure inclusiveness and accessibility of medical services. Ways to increase the efficiency of the industry's human resources through public management mechanisms remain insufficiently researched and still require active scientific research.

2. Literature Review

The management paradigm in the field of health care focuses on the attention of scientists who have developed a system for analyzing and evaluating health care functions [3; 8; 11; 19], explored the possibilities of effective personnel policy in the area under study [4; 6], actualized the importance of maintaining the competitive advantages of medical institutions [7; 20]. The authors emphasize the need to guarantee the medical rights of citizens in the process of transformation of the health care sector, as well as promote the narratives of unification of standards of sectoral personnel policy as the basis for the sustainable development of the studied area.

The possibilities of modern digital transformation in healthcare HR management were explored by Ahn and Chen [1], Hasselgren et al. [5], Kraus et al. [9], Shi et al. [18], Paul et al. [15] and established that modern platforms of medical support and electronic document management should function as a single hub for all areas of services, which will optimize the time resource, reduce the risks of corruption, and allow to achieve better results in the functioning of the medical system.

Petrigna and Musumeci [16], Malihon [13] identified specific prerequisites for the effectiveness of sectoral management in the area under study, including the availability of resources and the readiness of participants in the process of providing medical services to upgrade the traditional management system. Directions for improving the effectiveness of state personnel policy in the area under study were studied [12; 14; 17]. The authors highlight the issues of the motivation and stimulation system, methodological foundations of the implementation of the management paradigm, and theoretical and executive aspects of the application of international standards in the industry.

Several researchers [2; 10] are studying certain issues regarding the organizational, legal, economic and institutional conditions for improving the personnel management system in the field of health care [2; 10], who are considering the possibility of involving international experts in the optimization of the national management system of health care, as well as the introduction of a system of competition between institutions. The authors argue that the development of an effective human resources policy requires a thorough analysis of the current state, legitimacy and compliance with the challenges of social and economic development.

The results of scientific searches of these authors do not allow for achieving comprehensiveness and consistency in the formation of concepts of public administration in the field of human resources of health care, which actualizes the need for further study of various aspects of the problem.

3. Problem Statement

Several issues regarding the effective management of healthcare institutions in the context of digitalization, ensuring inclusiveness and accessibility of medical services, remain insufficiently researched and still need to be addressed. Effective use of human resource potential, increasing the efficiency of its implementation in the area under study, can be achieved under the condition of effective sectoral public management.

The article is aimed at an extended analysis of key innovative ways to optimize the mechanisms of public personnel management in the health care sector in the context of current challenges.

4. Methods and Materials

The methodological and theoretical basis of the work was formed taking into account the priority principles of the implementation of system research, based on an integrated approach. In order to fully disclose the problem, several theoretical research methods were used, in particular, methods of abstract logical and comparative analysis, abstraction, and formalization, and some others.

The methods of abstract logical analysis, as well as synthesis, were used in order to highlight the most significant aspects and basic concepts of the phenomenon under study. The dialectical method, comparison and generalization were applied in order to detail the system of definitions, to distinguish basic categories and theoretical generalizations, to form the concept of an integral process of public personnel management in the medical field. Comparative analysis was used to identify the stages and factors of development of management mechanisms in the area under study.

The formalization method was used to identify the key vectors for improving the system of public management of personnel in the medical services sector in synergy with the conceptual principles of sustainable development, as well as to develop directions for the practical implementation of the results obtained in sectoral public management, structuring the principles, priorities and functionality of the object of study.

5. Results and Discussion

The need to optimize the mechanisms for the implementation of personnel policy in the field of health care in Ukraine is due to the presence of two key problems: the lack of a unified public management strategy in this direction and the inconsistency of official reporting on the quality of the country's human resources potential with practical realities. Other negative trends include a reduction in the number of industry specialists, an unsatisfactory level of staffing, regional disparities, a low level of training, and an outflow of qualified workers as a result of intersectoral and labor migration. In the national health care system, professional standards of specialists do not meet modern world requirements and do not allow the formation of unified approaches to setting standards.

Ineffective personnel policy in the field of health care can lead to a number of risks, in particular, irrational differentiation of budgeting, excessive commercialization of the industry, and departure from social orientation. Overcoming these destabilizing conditions involves conducting a thorough analysis of the situation with the identification of the main achievements, problems, opportunities and risks of implementing the sectoral paradigm of personnel management.

Among the areas of improvement of the mechanisms of public management of personnel development of the health care system, the following should be highlighted.

Improvement of the regulatory framework for optimization of personnel policy in the industry, taking into account the best practices of developed countries, based on the principles of systematization and consistency of the current regulatory and legal support with international standards.

The mechanism for improving the regulatory framework for public management of personnel development of the health care system should include the development and implementation of professional standards for personnel, the nomenclature of specialties and positions in the field of medicine, the improvement of accounting and reporting documentation and criteria for assessing the quality of work of medical workers, as well as the relevant qualification requirements, which will create prerequisites for unification and promote the rational use of human resources for efficiency of the health care system [4; 6].

An important area of personnel management upgrade in the health care system is *the introduction of effective tools for the implementation of personnel policy*. In particular, it means the improvement of information systems and databases, which includes:

- creation of the National Observatory of Human Resources of Medicine as a center for collecting informative data, their analysis and monitoring;
- development of an effective system for supporting management decisions;
- introduction of a digitized register of industry specialists;
- prolongation of training and integration of the system of continuous training of doctors;
- interaction of health care personnel with leading international organizations.

A promising mechanism for optimizing managerial approaches to personnel in the field of health care is *the autonomy of medical institutions*, which provides for a change in forms of ownership, expanding the boundaries of the powers of the management to form the personnel policy of a particular health care institution, mechanisms of motivation and stimulation.

Also, it is necessary *to update the strategy for the development* of the personnel management system, to form principles, methods and norms in the industry, to guarantee an optimal balance between the indicators of quantitative and qualitative composition of medical personnel, taking into account the current demand, legal requirements and the distribution of resources in the labor market. Such a strategy can be both national and local in nature. In particular, the concept of strategic personnel management policy can be reflected in the charter of the medical care institution and internal regulations [2; 10].

An important direction of improvement of managerial mechanisms in the area under study is the *optimization of the motivation and stimulation system*. In particular, there is a need for adaptive dynamics of the principles and forms of remuneration of medical workers to increase labor productivity. To create an effective motivation system, it is important to take into account individual needs and ensure a balance between different types of stimulation.

The problem of personnel management in the field of health care is not only in the formation of human resources, but also in its continuous development. *The priority of continuous learning* should be taken into account in the personnel strategy of the institution, as well as acting as an effective tool of motivational policy. For example, the opportunity to participate in international and conferences, and advanced training abroad for the most effective employees can be positioned as additional incentives. An important component of the management mechanism is the introduction of the principles of teamwork, which requires ensuring a favorable climate with the help of psychological tools, the prevention of professional stress and emotional burnout.

Each of these ways of optimizing the mechanisms of public personnel management in the field of healthcare in the modern context requires the integration of effective digital systems and innovative capabilities of artificial intelligence. The creation of electronic document management systems, the formation of a national observatory of human resources will allow not only to effectively collect, accumulate and process informative data, but also to provide a management decision support system [12; 14; 17]. The introduction of a digitalized register of medical specialists, the prolongation of education and training of doctors, and cooperation with international organizations will allow for a phased transition to an optimal system of the ratio of medical personnel in the medical care system. The key vectors of the impact of digitalization on the processes of public personnel management in the field of health care are indicated in Table 1.

A modern electronic health care system (e-Health) allows you to unite all stakeholders in the healthcare system, forming a single central management mechanism that ensures effective collection and consolidation of clinical data, access to medical services, digital prescriptions, electronic medical records, online consultations, etc. An important aspect of management is to ensure the reliability, timeliness and transparency of informing participants in the medical system.

At the same time, the tangential challenges of the process are the complexity of standardization and unification of medical documentation in different organizations; the need to maintain cybersecurity and guarantee privacy protection; resistance of participants in the process of providing medical services to innovations; the need to ensure equal access to digital technologies and training for all employees; prevention of excessive use of digital devices and social networks as sources of anxiety, increased stress, professional burnout; the need for constant technical support.

Table 1. Digital optimization of public personnel management in the field of health care

Direction	Practical tools
Unified Digital Solutions – Electronic Health System	– creation of unified electronic patient databases; – introduction of electronic declarations; – electronic prescriptions and referrals; – backup, cloud storage; – medical records and conclusions.
HR policy	– digital recruiting (using online platforms to search for candidates, virtual interviews and data analysis); – improving staff competencies (online courses, virtual trainings and continuous professional development programs); – digital management systems (tracking performance indicators, feedback from employees using online surveys, etc.).
Privacy protection	– multi-level authentication; – verification of medicines; – Personal data protection systems.

Source: Developed by the authors.

Time constraints, resource support, and staff qualifications often act as determinants of the quality of digitalization, and therefore currently only a small number of healthcare institutions are actively integrating technological and managerial innovations. The features of further development of the technical architecture of the electronic health care system within the framework of public management include adaptability and flexibility, service orientation, inclusive development of information and communication tools designed for different categories of users.

public management in the health care sector is actively expanding the scope of its functioning, becoming an effective tool for providing the population with high-quality and affordable medical services. The formation of a modern management paradigm in the industry should include mechanisms of strategic management, psychological and socio-economic methods of influence, which in synergy increase the quality and availability of medical services. The transformation of the studied field of public management can take place more intensively if successful practices of developed countries are involved, taking into account global trends in solving personnel problems, as well as intra-system problems.

It is necessary to emphasize the importance of public control over the legality and effectiveness of managerial activities. Guarantees of transparency and publicity in the medical sector should be provided, among other things, by public organizations and their associations, which will contribute to greater involvement of citizens in management processes. The state must provide appropriate prerequisites: to stimulate the activities of local public councils, to carry out information and educational activities. At the same time, it is worth noting that control by state bodies and public organizations should take place while maintaining the vertical of control.

Based on the above, it is possible to predict an increase in the impact of public management on the quality of staffing, including through the implementation of digital optimization solutions. The key strategic objectives of improving public management in the area under study should be summarized:

1) focus on a rational and strategic state policy of managing card resources in the industry, which provides for ensuring a clear political orientation to preserve and strengthen the health of society, guaranteeing unhindered and equal access of various social categories to high-quality and timely medical care;

2) integration of the principles of corporate social responsibility: openness, consistency, significance and prevention of conflicts that should be applied to the activities of medical institutions (guarantees of respect for human rights and labor standards, care for environmental safety, quality assurance of services and interaction with stakeholders – patients, employees, society);

3) directing efforts to overcome the gap in the provision of medical care in the context of social strata, overcoming or minimizing inequality;

4) positioning the health of the nation as a basic social capital, providing practical support for its harmonious development;

5) reorientation of the health care sector to preventive medicine, integration of health policy concepts of preservation and prevention;

6) formation of effective human resources based on the principles of continuous learning and improvement.

Thus, the construction of a modern paradigm of public personnel management in the field of health care should provide for the development and implementation of a system of strategic personnel management, psychological and socio-economic methods of influence, as well as analytics, which in synergy, will contribute to the increase of human resources and improve the quality of services in the field of healthcare.

6. Conclusions

The article was aimed at expanding the analysis of key innovative ways to optimize the mechanisms of public personnel management in the health care sector in the context of current challenges. Among the most important promising reforms in the industry are the introduction of innovative electronic systems and technologies to optimize the medical system, accompanied by security challenges for the health care system in the information environment, the creation of electronic document management systems, the formation of a national observatory of human resources that allow not only to effectively collect, accumulate and process informative data, but also to provide a system to support the adoption of managerial Solutions. The development of a digitalized register of industry specialists, the prolongation of education and training of doctors, and cooperation with international organizations will allow for a phased transition to an optimal system of ratio of medical personnel in the medical care system.

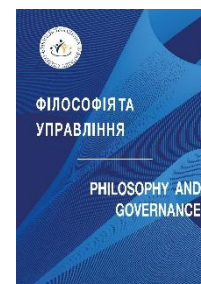
Actualization of the factors of openness and publicity plays a significant role in strengthening the position of health care institutions, optimizing social communications, and increasing public engagement. The synergy of a professional approach and stable principles for the implementation of the strategic goals of the health care reform, proper control by the state and society, will increase the efficiency of public management in the health care sector.

Promising scientific developments on the subject of the current study should be aimed at finding ways to implement international standards in the realities of Ukrainian public management policy in the field of healthcare.

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Virtual and Real Interaction: Philosophical Aspects of the Transformation of Ukrainian Society in the Era of Social and Information Technologies

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ABSTRACT

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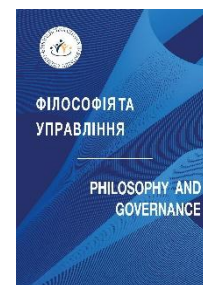
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Key trends of modern social progress involve active transformation of communication strategies and social interaction under the influence of digitalization. Ukrainian society, as part of the global community, is influenced by the dynamics of the information and communication space and the rethinking of the significance of the virtual world for effective collaboration. New challenges of modernity, including artificial intelligence, information extraction from human memory, etc., necessitate an objective public response. The purpose of the article is an extended analysis of aspects of public transformation in the context of interactivity and the impact of virtual interaction on socio-cultural dynamics. The study examines the potential of social and information technologies and media resources in terms of impact on the development of society, updating trends, and changing the format of communication interaction. The relevant risks and potential benefits of the global digitalization of public space are highlighted. It is emphasized that modern algorithms and virtual reality can potentially lead to a destructive transformation of the personality, excessive absorption by the digital environment, and loss of identity. It is substantiated how information technologies affect the understanding of reality, freedom, individuality and social interaction. The key ethical dilemmas of modernity are considered. The definitions of “network society” and “virtual interaction” are reconsidered. The key philosophical aspects of the transformation of modern society are identified, in particular, the change in human identity and the concept of freedom, the rethinking of reality, changes in the social structure, and epistemological problems. It is substantiated that the current stage of social development is characterized by a number of problems in the communication sphere, which require synergy of the socio-cultural basis and a stable national identity.

KEYWORDS

civil society, digitalization, social and information technologies, socio-cultural development, virtual interaction, philosophical background.



Віртуальна та реальна взаємодія: філософські аспекти трансформації українського суспільства в епоху соціально-інформаційних технологій

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СТАТТЯ

АНОТАЦІЯ

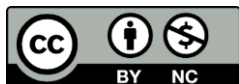
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Ключові тренди сучасного суспільного поступу передбачають активну трансформацію комунікативних стратегій та соціальної взаємодії під впливом цифровізації. Українське суспільство, як частина глобальної спільноти, зазнає впливу динаміки інформаційно-комунікативного простору та переосмислення значимості віртуального світу для ефективної колаборації. Нові виклики сучасності, серед яких – штучний інтелект, вилучення інформації з людської пам'яті тощо, зумовлюють необхідність об'єктивного суспільного реагування. Метою статті є розширений аналіз аспектів трансформації громадськості у контексті інтерактивності та впливу віртуальної взаємодії на соціокультурну динаміку. У дослідженні розглянуто потенціал соціально-інформаційних технологій та медіаресурсів у аспектах впливу на розвиток суспільства, актуалізації трендів, зміни формату комунікаційної взаємодії. Виокремлено дотичні ризики та потенційні переваги глобальної цифровізації суспільного простору. Акцентовано, що сучасні алгоритми та віртуальна реальність потенційно можуть призвести до деструктивної трансформації особистості, надмірного поглинання цифровим середовищем, втрати ідентичності. Обґрунтовано, яким чином інформаційні технології впливають на розуміння реальності, свободи, індивідуальності та суспільної взаємодії. Розглянуто ключові етичні дилеми сучасності. Переосмислено дефініції «мережного суспільства» та «віртуальної взаємодії». Визначено ключові філософські аспекти трансформації сучасного суспільства, зокрема, зміну людської ідентичності та поняття свободи, переосмислення реальності, зміни у соціальній структурі, епістемологічні проблеми. Обґрунтовано, що нинішній етап суспільного розвитку характеризується низкою проблем у комунікаційній сфері, що потребує синергії соціокультурної основи та стійкої національної ідентичності.

КЛЮЧОВІ СЛОВА

громадянське суспільство, цифровізація, соціально-інформаційні технології, соціокультурний розвиток, віртуальна взаємодія, філософське підґрунтя.

1. Introduction

The evolution of the development of modern society is most fully represented in the positioning of a person in the information, communication and socio-cultural field. The specifics of interaction, at the same time, are determined by current trends in the development of spiritual, material culture and the sphere of human relations.

The nonlinearity of thinking and the active search orientation of modern society determine the vector nature of social dynamics. The rapid development of digital technologies endows the field of communication with interactivity and barrier-free access, which is accompanied by a number of challenges, including the risks of manipulation and spread of disinformation, the growth of social polarization, and the leveling of the importance of emotional intelligence.

The pace of development of Ukrainian society forms new requirements for contemporaries: critical thinking, resilience, adaptability, responsiveness, and media literacy have become integral conditions for high-quality interaction in virtual reality and reality. The issues of harmonious implementation of digital communication solutions to the traditional basis of social development are of particular importance. These aspects require an expanded understanding of the philosophical background within the framework of an interdisciplinary approach.

2. Literature Review

The progress of social and information technologies today acquires the features of a leading society-forming factor. A number of publications by contemporary authors are devoted to the problem, in particular, Causadias (2020) [2], de Oliveira (2020) [4], Kovalchuk and Ovsyankina (2020) [11], Rachmad (2025) [15] and others. Philosophical understanding of the socio-cultural transformation of society is carried out in the populations of Niu et al. (2022) [14], Rochefort (2025) [17], Inglehart (2020) [10], where the authors actualize new ethical issues related to data privacy, cybercrime, social inequality through access to technology, and responsibility for actions in the digital environment.

As Couture et al. (2024) [3], Dunleavy and Margetts (2025) [6], Lynn et al. (2022) [12], information technologies have a significant impact on the formation of personality, create new forms of self-expression and, at the same time, pose risks to the stability of the human "I". Analyzing the potential of the system of values, identity and civic position, the authors determine the socio-philosophical essence of the information culture of the future.

Donelli (2019) [5], Fuchs (2021) [7], Gil (2023) [8] explore the philosophical context of rethinking reality under the influence of digital transformation and emphasize that the blurring of the boundaries between the physical and virtual worlds actualizes the question of the essence of being and human identity in cyberspace. Certain aspects of the problem are addressed by Biancardi et al. (2023) [1] and Hadiati et al. (2024) [9], highlighting the need to develop critical thinking and strong ethical beliefs in modern society.

Modood (2017) [13], Rochefort et al. (2025) [17] promote the importance of affirming the national-cultural identity of society, assimilating motivational-value aspects and the cognitive sphere. According to the authors, the identity of the modern personality, immersed in mixed reality, is seen as an indicator of a successful synthesis of individuality and modern socio-cultural position, which is the basis for true awareness of oneself and others as carriers of national uniqueness.

3. Problem Statement

Taking into account the multifaceted nature of the phenomenon under study, the issues of harmonious development of civil society in the era of social and information technologies require special attention. The article is aimed at an extended analysis of the aspects of public transformation in the context of interactivity and the impact of virtual interaction on socio-cultural dynamics.

4. Methods and Materials

The methodological and theoretical basis of the work was formed taking into account the priority principles of the implementation of system research, based on an integrated approach. In order to fully

disclose the problem, a number of theoretical research methods were used, in particular, historical-philosophical and philosophical-cultural methods, holistic and systematic analysis, synthesis, methods of comparison, generalization and some others.

Holistic and systemic analysis, as well as synthesis, were used in order to isolate the most significant aspects and basic concepts of the phenomenon under study. The dialectical method, comparison and generalization were used in order to detail the system of definitions, single out basic categories and theoretical generalizations, and form the concept of the integral process of development of society.

The historical-philosophical method provided for an effective combination of theoretical-logical and empirical-historical scientific methods, while the main principle was the unity of subject-content and methodological aspects of philosophical knowledge.

The philosophical-culturological method is provided for use in the context of the initial categories of philosophy. At the same time, the basis was an approach to the phenomenon under study, based on the concepts of integrity and generality, as well as the interdependence of individual elements.

5. Results and Discussion

Social development should be positioned as a synergy of the processes of development of spiritual, material culture, and the culture of human relations. The philosophical aspects of the transformation of society in the era of social and information technologies relate to changes in the worldview, values and the way people interact. Information technology influences the understanding of individuality, reality, freedom, and social interaction.

Digital technologies provide virtually unlimited access to huge amounts of information, changing the format of communication, forming digital identity, and blurring the boundaries between the virtual and real worlds. The same technologies provoke new questions about freedom and privacy, digital inequality, manipulation and ethics of the use of artificial intelligence (Rachmad, 2025 [16]).

The specifics of the development of modern civil society are manifested in the cultivation of the role of innovative technologies, including artificial intelligence. Obscuration of empathic attitude towards others, manifestations of indifference and superiority as a secular behavioral model, become characteristic. Social networks and instant messengers create new forms of communication, which can lead to both bringing people closer together and feeling isolated. The expansion of the cultivation of freedom of speech and access to information is accompanied by the risks of cyberbullying, the spread of hatred and disinformation, which destabilizes society.

A "digital" person has an overly virtualized consciousness and acts at the same time as a creator, carrier, and consumer of virtual phenomena. Unable to distinguish between the real and the virtual, a modern person in the virtual space works, learns, communicates, and consumes information (Gil, 2023 [8]).

"Homo virtualis" is focused only on virtuality. This phenomenon is characterized by the frame nature of the worldview, which makes it possible to quickly respond to numerous information flows. Virtual reality is positioned in this case as "other" freedom, a way of self-expression on the Web. At the same time, this freedom is illusory, limited, and does not correspond to the concept of true freedom of spirit. Often, excessive immersion in virtual communication destroys real social relationships, generates aggressiveness, has a destructive effect on the spiritual world of a person, and creates a feeling of emptiness. This void is filled by the "virtual person" in the usual way, creating new virtual contacts, increasing the online communication session (Biancardi et al., 2021[1]).

It is obvious that both real and virtual interaction in the process of development of modern society are permeated with digital influence. At the same time, their consequences are of a contiguous-polar nature. The general vector of the influence of socio-information technologies on the development of society is shown in Fig. 1.

In the context of the modern philosophical concept of social development, the world outside of man is not seen as possible because it is devoid of any meaning. The conceptual core of philosophy and culture of modern society is the approach of multiple interpretations of meanings. In this context, the integration of man into the process of cognition represents the latest ontological meaning of social progress, in which a person is identified, at the same time, by the main creation of culture and its creator. to position the phenomenon of social progress not only in the context of material and spiritual achievements, but also as a prerequisite for the realization of human essence in the process of

interaction [Causadias, 2020 [2]]. The process of transformation is focused on achieving maximum openness, freedom of choice, inexhaustibility. Creative rethinking of traditional or generally accepted symbols and values finds practical implementation [Hadiati et al., 2024 [9]; Niu et al., 2022 [14]].

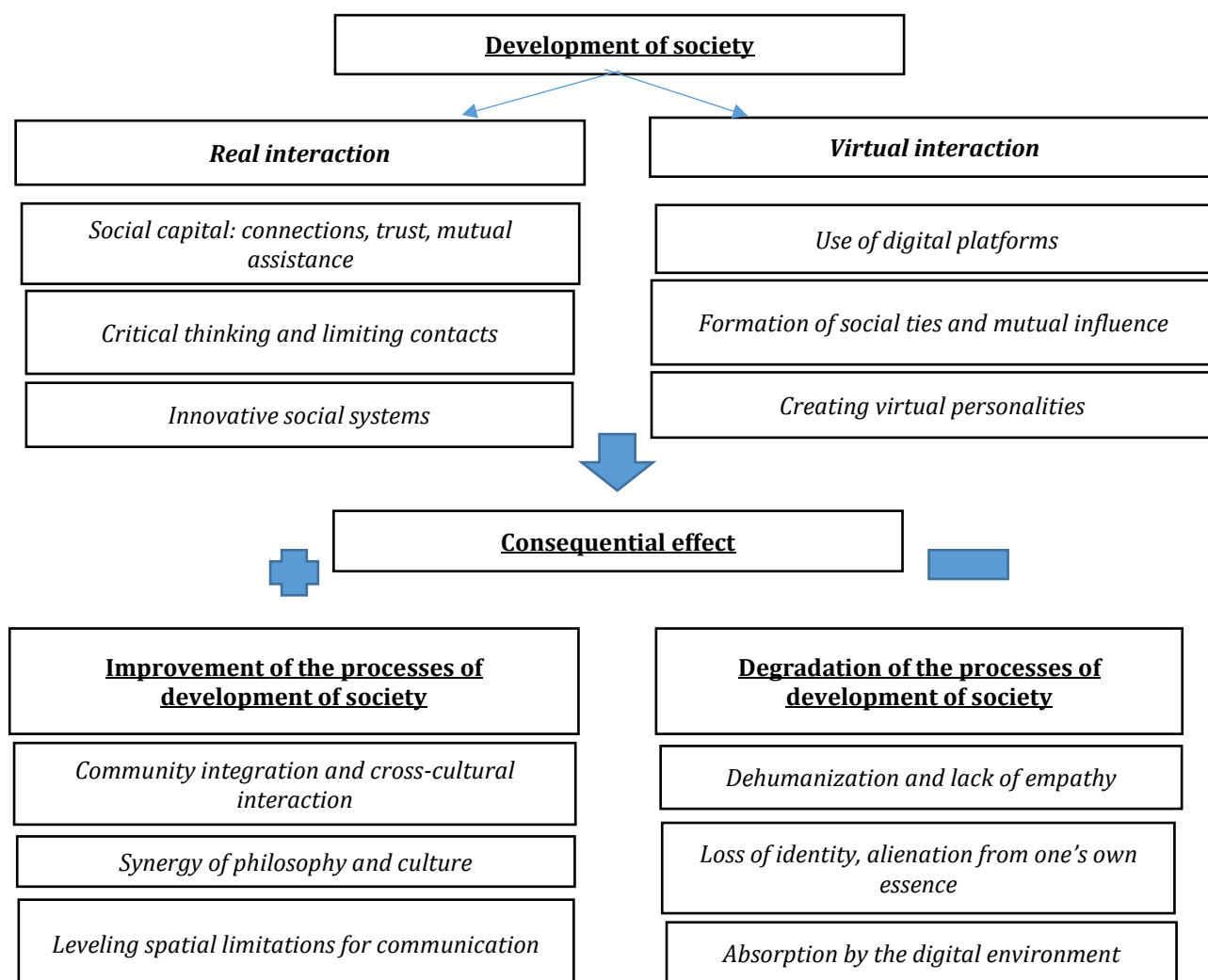


Figure 1. Development of Society in the Context of Virtual and Real Interaction in the Age of Digitalization

Source: Author's development.

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The network as an integrated communication environment determines the main behavioral reactions of society. The media often act as a subject of manipulation, which implements systematic activities to integrate the necessary information into society [Couture et al., 2024 [3]]. In general, virtual communication is characterized by the mechanism of crowd action, where quickly disseminated and precisely directed information can be promoted through various psychotechnologies. At the same time, it is measured by the level of engagement of the required target audience [Dunleavy & Margetts, 2025 [6]].

Mass communication is impossible outside the social context, which is expressed through the interaction of a person and society. It is not just a type of communication; it is a special social institution

that is influenced by existing realities and at the same time exerts a special evaluative influence on both various social formations and individuals (Kovalchuk & Ovsyankina, 2020 [11]; Modood, 2017 [13]).

At the same time, this potential can potentially be involved in the formation of socio-civic competence, which provides for the development of cross-cultural tolerance, fundamentalization of patriotic beliefs, human-centeredness and humanistic morality, cultivation of key aspects of the national mentality - diligence, freedom, justice, kindness, honesty. The phenomenon of national identity, reflecting the mentality and cultural background of social progress, finds expression in the comprehension of national and ethnic feelings, the assessment of social experience, the formation of ideals (de Oliveira et al., 2020 [4]).

At the same time, through the transfer of socially and culturally significant human traits into the virtual space, a virtual personality is formed, which is symbolic, multiple and incorporeal, which is endowed with a certain autonomy of actions in the virtual environment. This represents a new typology of splitting: the border appears not between the individual and the outside world, as before, but within the personality itself (Donelli, 2019 [5]). The unmerged coexistence of spiritual and physical hypostases in the human person is subject to threatening risks, including the maintenance of a holistic image of one's own "I".

Virtual communication is endowed with a liberating character. This applies to:

- ethical and value characteristics, which implies the absence of barriers in cultural priorities;
- cognitive characteristics, which allows for wider use of information resources;
- emotional characteristics, which involves reducing stress tension through gamification, the use of the "stream of consciousness" in writing, the transfer of fears and complexes to the virtual plane.

Virtual communication has a certain specificity of subject-subject relations, associated with both self-presentation and perception of the Other. The most important aspect of communication is the manifestation of oneself to the Other, the presentation of one's image, beliefs, interests, feelings, etc. (Lynn et al., 2022 [12]). In the reality of traditional communication, these aspects are expressed both in external phenomena – in the manner of communication, emotions, facial expressions, gestures, and internally – in the meaning, content, text, and subtext of statements (Yermachenko et al., 2023 [19]).

The virtualization of communication began with the epistolary genre, writing letters and messages in which people, not being able to communicate in person, expressed themselves and their feelings, ideas, etc. The current level of virtual communication concerns the exchange of opinions, moods, dialogue on forums, discussion of problems on social networks, etc. Communication, however, not only did not weaken, but, on the contrary, became even more significant for modern people, who have largely forgotten how to be alone. Their need to engage in virtual dialogue with others has become almost attributive (Saner et al., 2020 [18]). This is expressed in the almost constant presence of people of all ages on social networks, many hours of communication on game portals, blogs, live magazines, etc.

It should be noted that self-presentation is becoming an extremely important thing in the world of virtual communication, consuming considerable time and requiring considerable imagination. Self-presentation becomes ontologically important, because in the information world, life functions according to the principle: if you are not online, you do not exist. The content aspect of self-presentation is the subject's "profile", his Internet page, describing his personal qualities, interests, contacts and other traits that, according to the developers of social networks, should characterize a person in online communication (Rochefort, 2025 [17]).

It should be noted that the need for virtual communication can develop into a form of dependence, a constant desire to immerse oneself in the flow of transmitted and received information. the separation of children from their parents, the alienation of people from real communication due to the specifics of certain professions related to computer technology (Inglehart, 2020 [10]). The growth of such relationships also generates a special type of fear of real communication, the so-called nomophobia, which consists of the desire to avoid real acquaintances and relationships with people.

Mass communication media are a concentration of enormous potential, which, depending on the conditions, can be both positive and negative. Communication in modern society develops under the influence of information technologies and actively "absorbs" them into its structure (Fuchs, 2021 [7]; Pappas et al., 2023 [15]).

It can be summarized that the virtualization of communication gives rise to new characteristics of communication in modern society, including:

- 1) increased attention of a person to himself, his moods, momentary thoughts and feelings, which inevitably and immediately become public domain;

- 2) the need of the mass audience to broadcast personal thoughts and feelings – satisfying this need increases a person's sense of self-security, self-confidence;
- 3) minimalism of "feedback";
- 4) chaotic nature of the content of communication, inherent weakness and unstructured flow of messages;
- 5) "radio effect" – instant dissemination of information throughout the network;
- 6) freedom from censorship, the ability to express one's own thoughts without restriction;
- 7) the ability to attract attention to yourself, while actually remaining hidden;
- 8) the principle of "communication for the sake of communication", when the vast majority of information does not carry new content and is valuable in itself in terms of communication or entertainment.

The new functions of virtual communication, first of all, are: global socialization as the creation of a global communication environment for the "open world"; instant informing and notification of all participants about current events and phenomena; creating conditions for informal, uncensored communication as a form of rest, relaxation and pleasure; adaptation to social activity of people who have problems with real communication; the abolition of boundaries between social status, location and languages of communication.

Thus, virtual communication in the information world becomes not only a means of communication, a communication technology for remote persons, but also an independent phenomenon, acquiring its own value and influence on a person who is going through the phase of virtualization of his personality. Studies of this phenomenon are contradictory, because along with the observation of positive trends in the development of communication, communications of the information society are characterized by "social myopia". Technologization fuels the so-called "rapid interaction", when the time required for communication is sharply reduced due to the use of advanced technologies. This, on the one hand, saves time for communication participants, but on the other hand, can negatively affect its productivity. communication, it would be fair to say that this problem is global, since the existence of humanity depends on its proper functioning.

6. Conclusions

An extended analysis of the aspects of public transformation in the context of interactivity and the impact of virtual interaction on socio-cultural dynamics, implemented within the framework of the study, made it possible to comprehensively study the new challenges of digital modernity. The potential of socio-information technologies and media resources in terms of influencing the development of society, actualization of trends, changes in the format of communication interaction is endowed with a dualistic character in the philosophical context.

Social development in the digital age is positioned both as a space of opportunity and as a space of threat, because, on the one hand, it offers the potential to level the spatial aspect of communication, self-presentation and creative development, and on the other hand, it weakens criticality and traditional moral norms, causes information oversaturation, and stimulates emotional reactivity. Obviously, modern algorithms and virtual reality can potentially lead to destructive transformation of the personality, excessive absorption in the digital environment, and loss of identity.

Information technologies have a significant impact on the understanding of reality, freedom, individuality and social interaction. The key philosophical aspects of the transformation of modern society should be the change of human identity and the concept of freedom, rethinking reality, changes in the social structure, and epistemological problems.

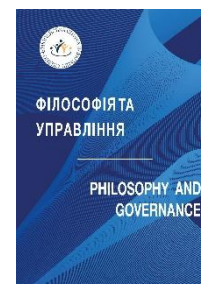
The algorithmic nature of socio-cultural development can lead to the risk of transformation of the individual, his absorption by the digital environment, which actualizes the problem of increasing media literacy, developing critical thinking skills and strengthening universal humanistic values.

Ukrainian society is currently at the stage of radical transformations, which can change the trajectory of prospective development in the context of greater interactivity and the impact of digital media. A sustainable society implies a pronounced support for cultural and national identity, a real assessment of social experience, and the formation of true ideals.

Promising scientific developments should focus on the development of an educational and philosophical concept of strengthening national identity in the era of total digital integration.

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Philosophical Anthropology in the Context of War: The Evolution of Conceptual Ideas about Humans, Mortality, and the Phenomenon of Heroism

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ABSTRACT

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The turn in philosophical anthropology that took place in the twentieth century intensified humanistic tendencies concerning the idea and understanding of human nature, presenting man as the primary creator of the history of civilization. However, life during wartime actualizes and brings to the surface collective experiences related to the vulnerability of human existence and its violent termination. This, in turn, alters the structure of habitual human life and transforms the category of death into a symbol of social unity, thus acting as a unifying factor. The purpose of this article is a theoretical study of the anthropological transformation of the modern idea of the human being, as well as of the phenomena of death and heroism in wartime. The relevance of this study is determined by the realities of the Russian-Ukrainian war and its influence on society. The results indicate that war is an integral phenomenon of civilization, which transforms the philosophical and anthropological meanings of social life during wartime and reshapes both personal and national identity through traumatic experience. The article argues that the identity of the Ukrainian nation is undergoing a rapid phase of existential and cultural metamorphosis, expressed through the perception of such phenomena as trauma, solidarity, dehumanization, and heroism. Together, these form a unique national and cultural code of resistance of both society and the state. This code is based on sacrifice as an act of conscious civic responsibility, on solidarity and partnership, on the sense of heroism, and on the humanization of life through the comprehension of personal and national death, as well as through a deepened awareness of freedom and the value of life. Death is characterized as the beginning of a new stage in the identification of both the individual and the people during wartime, while heroism is interpreted as the possibility of preserving life, protecting society, and establishing peace. Prospects for further research include a deeper exploration of the symbolism of the category of death in the life and folklore of the Ukrainian people.

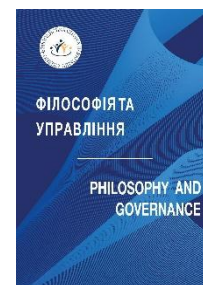
KEYWORDS

homo militaris, homo patiens, militarization, low-intensity conflicts, hybrid war, era of military-terrorist pandemic, modern Ukrainian philosophical anthropology, transformation of national identity.



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Філософська антропологія в умовах воєнних реалій: еволюція концептуальних уявлень про людину, смертність та феномен героїзму

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СТАТТЯ

АНОТАЦІЯ

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Поворот в філософській антропології, що відбувся у XX столітті, призвів до посилення гуманістичних тенденцій щодо уявлення та розуміння людської природи, зробивши людину головним творцем історії цивілізації. Однак, життя в період воєнного часу актуалізує й виносить на поверхню колективних переживань проблематику, пов'язану з вразливістю людського буття та його насильницького завершення, що певним чином змінює структуру звичного життя людини й трансформує категорію смерті в символ соціальної єдності, постаючи тим самим в ролі чинника, що впливає на формування національної ідентичності. Саме тому метою даної статті є теоретичне дослідження антропологічної трансформації сучасного уявлення про людину, а також властиві їй життю явища смерті та героїзму в умовах воєнного часу. Актуальність якого обумовлена реаліями російсько-української війни та її впливом на суспільство. Результати дослідження вказують на те, що війна є невід'ємним явищем цивілізації, що трансформує філософсько-антропологічні сенси суспільного життя під час воєнного часу й змінює ідентичність людини й нації через травматичний досвід. В статті зазначено, що ідентичність української нації проходить швидку фазу екзистенційно-культуральної метаморфози, що розгортається через сприйняття таких явищ, як травма, солідарність, дегуманізація, героїзм, що формує неповторний національно-культурний код опору суспільства й держави. Який ґрунтується на жертвовності, як акту свідомої громадянської відповідальності, міцного партнерства, відчуття героїзму та посиленні гуманізації життя на основі розуміння власної та національної смерті, а також на поглибленні усвідомлення свободи й цінності життя. Автори характеризують смерть в якості початку нової ідентифікації людини й народу в період воєнного часу, а героїзм розглядають в якості можливості збереження життя, захисту суспільства й встановлення миру. Перспективи подальших досліджень полягають у поглибленні розуміння символізму категорії смерті в житті і фольклорі українського народу.

КЛЮЧОВІ СЛОВА

homo militaris, homo patiens, мілітаризація, конфлікти низької інтенсивності, гібридна війна, епоха військово-терористичної пандемії, сучасна українська філософська антропологія, трансформація національної ідентичності.

1. Introduction

The transformation of social views on the perception of human nature continues its evolution, which is reflected in the period of the XX–XXI centuries within the framework of the emergence and development of the humanistic paradigm of world perception. According to this, the idea of a person who is not only a carrier of socio-biological constructs, but also achieves the features of a free personality, as a carrier of his own unique experience of being, begins to assert in the public consciousness. The concept of man of this period manifests his discovery to the world, and also indicates the creative ability to go beyond the boundaries of his inherent material and biological nature. Continuing the analysis of human nature, philosophers such as M. Scheler and G. Plessner supplement the definition of the openness of human nature to the world with the criterion of not any ability to transcend oneself (going beyond one's own limits) in the process of activity and active generation of cultural and historical heritage of civilization [5, p. 22; 7, pp. 82–86]. However, according to S. Freud, the personality of a person manifests itself as an arena for the struggle between the instincts for life and death, which leads to a certain limit of human existence in the philosophically anthropological dimension, where a person plays the role of not only the creator of the history of civilizations, but also becomes a destroyer of the planet's resources by trying to establish a “new world order” [1, p. 22; 10, p. 194–198]. The tragedy of the First and Second World Wars is a reflection of such socio-political changes, the consequences of which continue to have a destabilizing effect on the process of human development and personify the war as a tragedy of a global scale, which includes forced migration of the population, changes in state borders and genocide [9, p. 84–86].

Thus, the war in the dimension of philosophical anthropology appears as an urgent socio-political problem. However, the author interprets war as extreme, or, in the words of K. Jaspers, a “marginal situation”, which in emergency circumstances catalyzes the release of the hidden possibilities of human nature, opening up space for the process of self-knowledge through contact with confrontation, the source of which is responsibility, death and the disappearance of any security guarantees [10, p. 194–198]. Therefore, when the opportunity to continue the usual form of social existence is lost, a new philosophical-anthropological level of the survival dimension arises, which determines the development of heroism and sacrifice [10, p. 197–198]. Since life during wartime, world and hybrid wars or low-intensity conflicts expose the problem of human vulnerability, the value of life and the significance of the need for freedom, this leads to a gradual deviation of the vector from totalitarian regimes to the strengthening of humanistic ideals through the motivation of the social search for new meanings, paying more attention to the categories of death and heroism, as a basis for the transformation of the national identity of citizens.

It should be noted that the category of “death” within the framework of modern anthropology occupies a significant place, which has undergone social displacement during peaceful life. However, life during wartime actualizes and brings to the surface of collective experiences the problems related to the vulnerability of human existence and its violent completion, which in a certain way changes the structure of the usual human life and transforms the category of death into a symbol of social unity, thus appearing as a factor influencing the formation of national identity [14, p. 228–230]. However, it should be noted that the war also raises the issue of perceiving heroism not only as a manifestation of valor, but mainly as a discovery of existential responsibility, as a moral response of the national community to military challenges and the birth of new meanings of life [14, p. 230–234]. Thus, the experience of the Ukrainian war combines individual dimensions of survival and sacrifice with a global rethinking of human existence in the twenty-first century. After all, war as an anthropological phenomenon highlights fundamental questions about man, his nature, mortality and heroism, and the modern Ukrainian situation makes these issues especially relevant: it shows that in the “war for survival” new value and semantic horizons are being formed, which will determine the face of not only Ukrainian, but also pan-European humanism [5, p. 22; 14, pp. 300–304]. Thus, the transformation of the idea of a person during wartime is an important part of social existence, the study of which is an important stage in understanding the development of society and the national identity of the people.

2. Literature Review

Exploring the problem of transformation of ideas about a person through the direction of philosophical anthropology, V. I. Aksonova concentrates in her work on such a criterion of civilizational

development as “human dimensionality”. This allows the researcher to point out the fundamentals of focusing attention on the values of freedom and human life, as fundamental needs of society in extreme and crisis conditions [1, p. 17–23]. V. M. Lavrinenko and M. M. Loginov point to the argumentation of the causal and semantic criteria of the war as a consequence of the influence of historical features on the identity of society, which determines the formation of the idea of such categories as “heroism”, “death” and “dignity of the individual” [9, p. 82–87]. T. Bukina and P. Yampolets characterize modern trends in the development of the philosophy of war, considering the information confrontation and new models of its conduct from the ideas of information confrontation to the development of models of heroism as a response of the globalization society to the process of transformation of the military meanings of our time [3, p. 19–23]. At the same time, O. O. Bazaluk characterizes war as a category of evolutionary-cosmological approach, which arises as a result of the violation of harmony between the social and cultural development of society and embodies a way of changing the scenario of socio-political development [2, p. 239–250].

Such researchers as O. G. Danilian and O. P. Dzoban have characterized the place of development of philosophical anthropology in the system of modern philosophical knowledge, which has become a significant basis for analyzing the transformation of modern ideas about man, death and heroism in the context of philosophical anthropology of wartime [4, p. 176–182, 302–328, 331–335]. An equally thorough philosophical and anthropological analysis in his works is carried out by N. V. Hamitov, who also considers such categories as “responsibility” in the context of wartime, “freedom”, and “death”, emphasizing the importance of the role of collective and individual patterns of meaning-making and survival within society. And the works of N. V. Hamitov are characterized by integration into global contexts of the military experience of our state and our society, which thereby appears in the form of a demonstration of a change in the perception of the value and heroism of a person [5, p. 13–68; 6, p. 91–94; 7, p. 81–91]. The material of the monograph by L. Safonik is interesting, which also characterizes the categories of “responsibility”, “freedom” and “death” through the system of being and the creation of meaningful life guidelines, which changes society’s idea of the value of life, thus motivating the generation of new forms of solidarity or the creation of acts of heroism in wartime periods [14, p. 290–308]. A researcher such as O. Panych analyzes the role of the philosopher’s personality as a wartime thinker, emphasizing him as a witness or interpreter of the catastrophe and violence, thereby pointing out the ethical issues raised [11, pp. 75–88].

Meanwhile, K. Honcharen was engaged in the definition of Ukrainian civilizational subjectivity through the analysis of archetypal symbols. Such researchers as O. O. Rafalskyi et al. explained the determinism of the influence of historical heritage on the modern perception of heroism and the value of life of each person [13, p. 404–412]. L. Tarnashynska investigates the features of the moral and ethical ambivalence of war, within which love and hate play a fundamental existential motivating role in the development of heroic behavior of a person and society [15, p. 3–14]. Thus, it should be noted that to understand the transformation of ideas about man, death and heroism in wartime, the authors paid special attention to the study of the influence of historical determinism on personal meaning-life orientations, which make up the vector of development for the presentation of the above categories as such factors that form a new Ukrainian identity.

3. Problem Statement

The purpose of this article was to address the need for a theoretical study of the anthropological transformation of the modern idea of man, as well as the phenomena of death and heroism inherent in his life in wartime. The authors of this article set the following tasks:

- To characterize the transformation of ideas about man within the framework of concepts regarding the features of modern and classical philosophical anthropology;
- Analyze such definitions as “death” and “heroism”;
- Identify and describe the main challenges that a person faces in wartime and characterize their impact on the psycho-emotional and ideological nature of a person.

4. Methods and Materials

For the preparation of this article, the authors widely used historical-philosophical, as well as comparative, existential, anthropological and phenomenological methods in order to analyze and

prepare the material for publication. Thus, through the synthesis of several classical concepts of philosophy with the anthropology of the socio-cultural realities of everyday life, the synergy of systemic and interdisciplinary approaches was additionally applied to integrate scientific achievements from such fields as sociology, law, psychology, cultural studies, political science, philosophy and history, which in turn made it possible to comprehensively analyze and reveal the peculiarities of the transformation of today's social ideas about man, as well as the impact of death and heroism on the Personality in wartime as a predictor of transformational changes in Ukrainian identity. It should also be noted that for the construction and analysis of tables and figures, the authors used comparative analysis to classify, compare and compare, systematize, as well as organize the arrays of the studied information and create blocks and reconstruct to minimize the loss and distortion of the content of the material using content analysis.

5. Results and Discussion

War is a factor that has a powerful impact on the generation of profound changes in the structure of socio-cultural reality, social identity and psychophysiological state of people who find themselves in an extreme, marginal situation of being. In such circumstances, the response of society to civilizational challenges steadfastly leads to the destruction of stable traditional orientations, state metanarratives, with a further increase in the need for the transformation of fundamental values and meanings that make it possible not only to live, but also to give one's life for the creation of a humanistic horizon of Ukrainian national existence, which is reflected by respect for national interests and the establishment of humanistic-democratic values on Ukrainian land [7, p. 81; 9, pp. 82-85; 14, pp. 300-304]. However, the struggle of Ukrainians in the Russian-Ukrainian war takes place not only from the position of liberation from the violent actions of the invader, but also from the position of their right to establish true European values, which are built on respect for freedom of speech and respect for human rights [9, p. 82-85; 10, p. 194-200].

However, the problem of warfare and human life during wartime continues to exist along with the existence of humanity, but delving into scientific research of its nature began only in the XVIII century. And although views on the definition of the nature of war have evolved, today this problem remains relevant for research and further analysis in the paradigm of philosophical anthropology [5, p. 263]. It should be pointed out that the understanding of such a phenomenon as war within the framework of the anthropological approach consists in analyzing a person as the most significant object and significant value of the development of civilization, which is due to the humanitarian "anthropological turn" of the middle of the XX century, as a result of which it is the personality of a person with his inherent problems that appears in the center of historical knowledge and socio-cultural life [13, p. 22-27]. Table 1, which is located below, presents the evolution of the idea of human nature, death and heroism within the concepts of philosophical anthropology of wartime based on the analysis of literature.

Therefore, we can say that today's philosophy of anthropology is a dynamic interdisciplinary science that investigates the features of the moral-ethical and cultural-psychological transformation of a person in various historical and political aspects of existence. It should be noted that, as can be seen from the materials presented in the table, the idea of man and his nature for the modern Ukrainian philosophy of anthropology is characterized by the search for a balance between existential and essential approaches, which makes it possible to realize the national-spiritual, Ukrainian and universal human landmarks in the conditions of military-terrorist challenges of civilization. This is quite clearly reflected in the traditional Kyiv anthropological school of V. Shynkaruk, pointing to the transformation of man within the framework of social militarization and determining the need to comprehend the idea of man and his being through the existentialism of the dichotomous system of war and peace [7, p. 85-86; 9, p. 206].

Therefore, continuing to analyze the essence of such a concept as war, it should be pointed out that according to the scientific views of F. Nietzsche, war is a manifestation of the realization of the "will to power". Meanwhile, it is interesting that N. Machiavelli adhered to the concept that "war is a just phenomenon only for those who need it to achieve their own goals", and R. N. Angell criticized the appeal to the position of war as a rational political choice, pointing out that the confrontation between the ethics of coercion and the ethics of mercy leads to the need to create "psychological laws of warfare" [15, pp. 3-4]. Continuing the theme of defining such a phenomenon as war, K. Schmitt considers it as the so-called

ontological dimension of the political life of the state, pointing out that war will remain the ultimate form of existence during the entire period of the existence of political confrontation. Which, in his opinion, necessitates the establishment and implementation of clear rules for the conduct of hostilities in the socio-political dimension, which include the following criteria:

- the use of only professional military and armies in war;
- ensuring the complete inviolability of the civilian population;
- establishing and observing a ban on certain types of weapons;
- compliance with the formalization regarding the procedure for declaring martial law or war;
- regulation of the process of intervention of other parties in military processes [10, p. 195].

Table 1. Comparative analysis of the evolution of the idea of human nature, death and heroism within the concepts of philosophical anthropology

Author	Characteristics of the main concepts	The concept of the idea of a person	The concept of attitudes towards death	The concept of heroism
M. Scheller	Man acts as a "spiritual being".	Open attitude to the world.	Death as the ultimate experience	Heroism is an act of self-overcoming by a person.
G. Plessner	"Eccentric positionality".	Getting out of one's own boundaries and limitations.	Death is a reflection of the awareness of the finiteness of being.	Heroism is a form of human authenticity.
N. Khamitov	Metaanthropology, which is realized in the categories of being.	The transcendence of human nature.	War is a challenge to humanity, and death is the ultimate test of existence.	Heroism is a form of value consolidation.
E. Cassirer	Creation and perception of the world through symbolism.	The creator of the symbolic universe or man as a symbolic animal.	Death is reflected through symbolic forms of perception and interpretation.	Heroism is an act of creating meaning.
J. Ortega y Gasset	Life in the paradigm of the project and categorically "I and the circumstances of the self".	A person as a person who makes a choice.	Death is the end of a person's life as a project.	Heroism is the act of free life choice of a person who resists circumstances.
K. Schmitt	The dichotomous political concept of "friend and foe".	Personification and understanding of man as a political being.	Death as an expression of the inevitable personification of political conflict.	Heroism appears as a degree of readiness for sacrifice for the sake of the state.
M. Van Creveld	The concept of "low-intensity conflicts".	Personification of a person as a participant in the war without division into "army-people".	Death is a mass phenomenon without dividing into civilians and military.	Heroism is an act of resistance for survival.
Kyiv School	Anthropological turn in Ukraine and understanding of man as a creator of meanings through sacrifice, dignity and will to freedom.	A person is a living and thinking, communicative creature who is a bearer of dignity.	Death is an act of sacrifice for the future.	Heroism is the personification of sacrifice in order to protect the dignity and survival of the nation.

Source: Aksyonova (2020) [10], Hamytov (2023) [5], Oharenko (2024) [10], Rafalskyi et al. (2020) [13], Safonik (2016) [16].

Delving into the legal aspects of military operations, it should be pointed out that the 1974 Resolution of the United Nations General Assembly emphasizes the observance of the principle of proportionality in responding to enemy challenges from the enemy army during wartime, leaving open the problem of determining "proportionality" and the commissioners to define it during military conflicts. It is this issue that is relevant today for the Ukrainian people, who live under the unlawful

pressure of the Russian Federation, which violates the laws of war according to legal and psychological criteria, violating the idea of death, heroism and the value of human and national life, and turning the life of the people during wartime into attempts to survive in civilian life, in a certain way erasing the boundaries between military and civilian representatives of the Ukrainian state. Therefore, the Russian-Ukrainian war, according to the concept of M. van Creveld, orients Ukrainians to the problem of survival of the Ukrainian nation, and heroism in this case leads to sacrifice as a necessary condition for preserving the life and dignity of representatives of society and national identity [10, p. 194–202; 14, p. 228–304].

Thus, Ukrainian society, which was in the position of “homo ludens”, is turning from a creative creature into “homo patiens”, that is, a person who is forced to endure distress, shock, material and emotional losses for years, as well as daily contact with death through the media or in his own civilian or military life. However, it should be noted that this is exactly what a person is like in a marginal situation, which is accompanied by regular violence, existential crises, trials and pain, creates a new identity of the Ukrainian nation, which is based on the birth of a citizen-defender who lives with the idea of responsibility not only for his own life, but also for the future of society, transforming into “homo militaris” [9, p. 204–206; 14, p. 228–304]. Below, the authors have provided a table in which the influence of philosophical anthropological challenges of wartime on the psycho-emotional and ideological nature of a person is systematized, which determines the formation of a new identity of the Ukrainian nation.

Table 1. Anthropological challenges of wartime and their impact on the creation of a new identity of the Ukrainian nation

Phenomenon	Manifestation	Philosophical reflection	Consequences
Dehumanization	Loss of awareness of the enemy's human traits and identification of him as the “other”.	The concept of the “other” (According to E. Levinas).	Destruction of habitual moral orientations, tolerating violence.
Solidarity	Formation of a sense of “we” and stimulation of collective national identity.	The concept of the “anthropological code of culture”.	Deepening identity through the consolidation of society.
Trauma	The change in consciousness is determined by the traumatic experience of war.	The concept of existential anthropology which is the ultimate experience that leads to changes in the perception of oneself and of being.	The emergence and development of a new type of historical memory which determines the development of national identity.
Heroism	Service and willingness to sacrifice.	The concept of metaanthropology of heroism and the metamarginal dimension of a person as the ability to go beyond the boundaries of one's own dimension.	The experience of war is transformed into symbolic capital and becomes a part of national identity.

Source: Bazaluk (2016) [5], Hamytov (2023) [5], Oharenko (2024) [10], Rafalskyi et al. (2020) [13], Tarnashynska (2019) [15].

Thus, as can be seen from Table 2, the anthropological challenges of wartime affect personal changes and contribute to the creation of a new identity of the Ukrainian nation, which increasingly integrates the features of “homo militaris” as a person who fights for survival, protects his personal and national borders, as well as the cultural and national identity of the people [7, p. 82–86; 9, p. 204–206; 10, pp. 194–202; 14, pp. 228–304]. Thus, war as a phenomenon of the extremity of existence appears as a dichotomous radical that frightens, traumatizes, divides and devastates, but at the same time unites, creates crisis conditions in which there is a rethinking of everyday meanings of life and can lead to a sense of deep involvement and significance in national interests, which can serve as a certain compensation for war traumas and serve as a basis for creating a new identity.

6. Conclusions

Wars are integral phenomena of civilizational development in relations between states, remaining one of the most tragic and interesting topics of scientific research, being one of the basic personifications of the source, which makes it possible to determine the essence of the idea of a person and the transformations of being inherent in his nature during an extreme crisis provoked by war and life during wartime. The purpose of this article was to address the need for a theoretical study of the features of the anthropological transformation of the modern idea of man and such wartime phenomena inherent in human life as meeting with the categories of death and heroism. Within the framework of the tasks, it was determined that the identity of a person, which is transformed in the philosophically anthropological semantic regimes of wartime, undergoes dichotomous changes that develop through the phenomena of trauma, solidarity, dehumanization and heroism, creating its own unique national code of resistance, which is based on sacrifice, as an aspect of public responsibility and strong partnership, a sense of heroism and strengthening the values of cultural and national heritage, humanization of life on the basis for understanding one's own and national death, as well as deepening understanding and respect for freedom and the value of life. Thus, it can be noted that the identity of the Ukrainian nation is to some extent undergoing a rapid phase of existential and cultural transformation, which leads to the renewal of patriotic values of the young independent state, thereby forming a stable understanding of the parallel "we are others". Such a deepening of national-patriotic identification intensifies the movement towards the preservation and acquisition of European values, as well as the creation of one's own cultural authenticity of Ukrainian statehood and culture of the XXI century, within the framework of which the idea of a person acquires from one greater movement towards militarization, and on the other – the nurturing of humanistic values and freedoms. Thus, we can say that death appears in this case as the beginning of a new identification of the people, and heroism is the goal of preserving life, protecting society and the state, and establishing peace. The authors see prospects for further research in deepening the understanding of the symbolism of the category of death in the life and folklore of the Ukrainian people.

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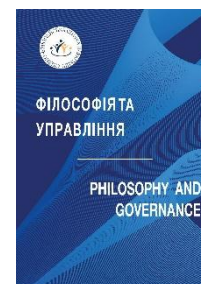
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Suicide: A Socio-Philosophical Dimension

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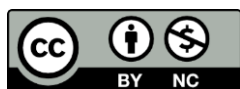
ABSTRACT

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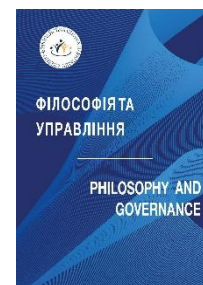
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The article offers a socio-philosophical perspective on suicide, viewing it not merely as a personal tragedy but as a complex social phenomenon in which an individual's decision is inseparably intertwined with the deep social determinants that shape it. The theoretical foundation is grounded in Émile Durkheim's classical concept, whose pioneering approach defined suicide as a social fact and made it possible to examine its direct dependence on key parameters of social life – the level of social integration and regulation. A reinterpretation of these ideas in the twenty-first century shows that, despite the advancement of technology, mental health systems, and social institutions, suicide continues to serve as a marker of profound structural disruptions in social order, moral interaction, and the sense of belonging. The relevance of the issue increases amid the multiple crises of modernity – war, pandemics, economic vulnerability, loss of institutional trust, information overload, and the erosion of traditional norms. In such conditions, the individual often finds themselves at the intersection of high social expectations and a lack of resources to meet them, leading to inner exhaustion, frustration, and a feeling of social redundancy. Special attention is given to the study of suicide as a phenomenon shaped by complex social processes that create radically new circumstances for the individual. It involves a rethinking of human suffering, the limits of endurance, and the moral boundaries of social support and responsibility. The analysis shows that although the specific factors influencing suicide vary across historical periods, their roots remain invariably social. Combining classical theoretical approaches with contemporary research reveals new risk factors associated with changes in community structures, communication patterns, and the emergence of fundamentally new environments capable of both integrating and radically isolating the individual. Attention is also paid to suicide prevention, which demonstrates that effective measures are possible only through the strengthening of solidarity, increased access to psychosocial support, and the formation of cultural narratives that counteract the normalization of self-destruction. The scientific novelty of the research lies in its socio-philosophical interpretation of suicide as an indicator of transformations in the structure of collective existence, shedding light on the limits of social unity and testing the resilience of moral order. The practical significance of the study lies in its potential application for developing humanistic strategies to support individuals in crisis states and for strengthening society's collective responsibility for the life of every person.

KEYWORDS

suicide, social integration, social regulation, anomic states, suicide prevention, social solidarity, morality, social order, social realism, moral integration, digital risks.



Самогубство: соціально-філософський вимір

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СТАТТЯ

АНОТАЦІЯ

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Стаття пропонує соціально-філософський погляд на самогубство, розглядаючи його не просто як особисту трагедію, а як складний суспільний феномен, де особисте рішення людини нерозривно переплітається з глибинними соціальними детермінантами які визначили його. Вихідною теоретичною основою слугує класична концепція Еміля Дюркгайма. Саме його новаторський підхід, що визначив самогубство як соціальний факт, дозволяє нам дослідити його пряму залежність від ключових параметрів суспільного життя – рівня соціальної інтеграції та соціальної регуляції. Переосмислення цих ідей у XXI столітті демонструє: попри розвиток технологій, систем охорони психічного здоров'я та соціальних інститутів, самогубство й надалі постає маркером глибших структурних порушень у соціальному порядку, моральній взаємодії та відчутті життєвої належності. Актуальність проблеми зростає в умовах множинних криз сучасності – соціальних катаклізмів, пандемічних потрясінь, економічної вразливості, втрати довіри до інституцій, інформаційного перенавантаження та розмивання традиційних норм. У таких умовах індивід часто опиняється в точці зіткнення між високими соціальними очікуваннями і браком ресурсів для їх досягнення, що формує внутрішню виснаженість, фрустрацію та відчуття соціальної зайвості. Особливого значення набуває дослідження самогубства, складні соціальні процеси явища створюють радикально нові обставини для індивіда. Відбувається осмислення його страждань, втрати його людської витривалості, а також постає питання про моральні рамки суспільної підтримки і відповідальності. Показано, що в різні історичні періоди на індивіда тиснуть різні чинники самогубств, але їхнє коріння незмінно залишається соціальним. Поєднання класичних теоретичних підходів із сучасними дослідженнями дозволяє виявити нові ризик-фактори, пов'язані зі змінами у структурі спільнот, характером комунікації, поширенням принципово нових середовищ, що здатні одночасно інтегрувати і радикально ізолювати особу. Увага приділена запобіганню самогубствам, які демонструють, що ефективна профілактика можлива лише за умов зміцнення солідарності, підвищення доступності психосоціальної допомоги та формування культурних наративів, які протистоять нормалізації самознищення. Наукова новизна полягає в соціально-філософському трактуванні самогубства як індикатора змін у структурі колективного буття, що висвітлює межі соціальної єдності й випробовує стійкість морального порядку. Практична цінність дослідження визначається можливістю використання його результатів у формуванні гуманістичних стратегій підтримки індивідів у кризових станах та посиленні суспільної відповідальності за життя кожної людини.

КЛЮЧОВІ СЛОВА

самогубство, соціальна інтеграція, соціальна регуляція, аномічні стани, профілактика самогубств, суспільна солідарність, мораль, соціальний порядок, соціальний реалізм, моральна інтеграція, цифрові ризики.

1. Introduction

The problem of suicide in the modern world is becoming acute again. At the intersection of the destruction of established norms, the blurring of value guidelines and the loss of social ties, suicide appears not only as an individual tragedy, but as a symptom of deep social transformations. It was this social nature of suicide that Emile Durkheim first systematically outlined, emphasizing: suicide is a “social fact” rooted in the relationship between the individual and society. In the twenty-first century, his ideas not only remain relevant but also need to be rethought in the context of global crises, information revolutions, and new forms of social vulnerability.

Durkheim’s logic of integration and regulation allows us to see suicide as an indicator of a lack of supportive ties or excessive pressure of the social order. Modern researchers confirm: where a person experiences the loss of the meaning of community, the feeling of loneliness and uncontrollability of life circumstances increases, and the risks of suicidality increase rapidly [4]. Changes in the global economy, in particular the growth of inequality, are creating an environment of psychological burnout and distrust of social institutions. As a result, the individual is increasingly faced with crises that were previously divided collectively. The events of recent years – the COVID-19 pandemic, wars, including information wars – have complicated the already tense living conditions. Researchers record a paradox: formal interconnectedness in social networks does not guarantee real integration; on the contrary, it can increase stigmatization, comparison, and social exclusion [15]. Durkheim’s analysis takes on a new meaning here: digital communities often do not support, but push the individual into a space of self-blame and social silence.

At the same time, modern international science demonstrates another dimension of the problem: suicide can be analyzed as a challenge to rethink the moral responsibility of society. Prevention strategies that emphasize the importance of solidarity, availability of support, and the formation of pro-life cultures demonstrate the possibility of change, from isolation to inclusion. Durkheim appears here not only as a diagnostician but as a thinker of social restoration.

Thus, turning to the socio-philosophical analysis of suicide actualizes the key question: what does it mean to “be connected” with society today? How is the normative order constructed that allows a person to survive and hope? And can modern civilization provide a balance of integration and individual autonomy? These questions include not only an explanation of the nature of suicide, but also directions for overcoming it. This is what determines the relevance of further philosophical analysis of the phenomenon of this complex social phenomenon in the conditions of the XXI century. The paper reconceptualizes the Durkheim model of integration and regulation in the context of global and digital crises of the XXI century.

2. Literature Review

The publication of *Le Suicide* (1897) [5] by E. Durkheim became not only the basis of a sociological approach to the study of suicide, but also a methodological breakthrough that turned an individual act of self-destruction into a social fact. His concept of anomie – as a state of disintegration of the normative system that weakens social integration – determined the trajectory of further research in the XX and XXI centuries. Halbwachs [9], Gibbs and Martin [7], to the microsocial and psychosocial models of Silva et al. [17] and Ozbilgin et al. [14], reflecting a new wave of rethinking his teachings. The first analytical attempts to continue the Durkheim line were made by M. Halbwachs in the work *Les causes du suicide* [9]. He developed the idea of the influence of social structures, specifically family and religious, arguing that suicide is due to the degree of integration of the individual into collective life. Halbwachs believed that even in a secularized society, the mechanisms of group affiliation remain decisive. In the 1950s and 1960s, sociological research attempted to quantify Durkheim’s hypotheses. The work of Henry and Short [10] opened a new direction – the statistical interpretation of the relationship between economic stress, crime and suicide. A similar empirical line was continued by Gibbs and Martin [7], who, for the first time, put forward the concept of “integration status” as a social variable that directly correlates with the suicide rate. Sainsbury’s study [19] was one of the first attempts to combine the Durkheim approach with urban sociology. The author found that the spatial distribution of suicides in London has a clear social geography – areas with low levels of social cohesion show an increased incidence of suicides. Later, this approach was deepened by Beckler [2], who drew attention to individual motivational types – “escapist” and “aggressive” suicides, seeing them as modernized forms of anomie.

At the end of the XX century, there were attempts to update the Durkheim model through social networks. Pescosolido and Georgianna [15] in *Durkheim, Suicide, and Religion: Toward a Network Theory of Suicide* interpreted integration not as an abstract social cohesion but as a real network of connections that determines the degree of support and inclusion. In this context, Bearman's work [3] was a turning point: he discovered that social ties not only prevent suicide, but can also contribute to it in conditions of structural tension – when excessive normativity gives rise to a “fanatical” form of integration, close to Durkheim's concept of “fatalistic suicide”. The COVID-19 pandemic was the catalyst for a return to Durkheim's concept of anomie. Articles by Gunnell et al. [8] and Pirkis et al. [16]. The *Lancet Psychiatry* analyzes the dynamics of suicide in 21 countries, finding that social exclusion, loss of economic stability, and the destruction of social norms create “anomic zones” on a global scale. The authors emphasize that modern anomie is taking on a digital form – through the virtualization of social connections and the loss of “bodily presence” as a component of integration. As in classical environmental studies, the studies of Jacobsen et al. [11] in *Social Science & Medicine* demonstrate that the social context of neighborhoods—the levels of trust and participation in community initiatives – significantly influences suicide rates. In continuation of this line, Motillon-Toudic et al. [13] *European Psychiatry* summarized the literature on social isolation, concluding that suicide remains the result not only of individual depression but also of the destruction of social relationships – that is, structural anomie in Durkheim's sense. In 2024, Ozbilgin et al. [14] published a study in the journal *Frontiers in Sociology* *Institutional Suicide as Anomie*, where they made a direct return to the Durkheim concept of “institutional irresponsibility”. They examined the suicide notes of employees who committed suicide due to work stress, showing that the lack of integration and indifference of institutions forms a new form of anomie – “professional and organizational”. This is one of the most striking modern empirical confirmations of Durkheim's relevance. The modern psychosociological school, represented by the studies of Silva et al. [17] rethinks Durkheim's indicators of social integration through the individual sense of “belonging” and “burdensomeness”. Although these concepts originate from the interpersonal theory of suicide (Joiner), they echo Durkheim's ideas about altruistic and selfish suicide. Thus, in the XXI century, there is a “micro-durkheimization” of psychological theories – the return of the social dimension to clinical psychology. An article by Arango et al. [1] in the *Journal of Child Psychology and Psychiatry* examines the association between social connectedness and suicide risk among adolescents. The authors prove that the level of integration into family and school networks directly reduces suicidal tendencies, which empirically confirms Durkheim's key thesis – “integration saves.” Thus, his theory remains valid even in the context of contemporary psychosocial risks. If in the XX century Durkheim's doctrine was understood mainly through macrosocial structures (state, church, community), then in the XXI century the emphasis shifted to microsocial and emotional-relational aspects – a sense of connection, solidarity, trust. The classic works of Durkheim's successors in the 20th century demonstrated the importance of social order, while modern ones emphasize the deficit of social reciprocity in the face of institutional fragmentation.

In this sense, Durkheim's anomie is transformed into “anemia of sociality”: not only the rupture of norms, but also the loss of emotional connection between people becomes a risk factor. Psychological theories reveal only manifestations, while Durkheim's sociological logic explains the very structure of the environment that generates these manifestations.

Modern studies by Ozbilgin et al. [14] for the first time singled out the phenomenon of “institutional suicide” as a collective result of organizational indifference. This is a return to Durkheim's idea of social responsibility, adapted to the corporate culture of the XXI century. The works of Silva [17] and Arango et al. [1] prove that interpersonal feelings are a modern analogue of Durkheim integration. Scientific novelty lies in the merging of psychological and sociological dimensions into a single analytical model. Durkheim considered anomie a product of social transformations; today, Gunnell et al. [8] and Pirkis et al. [16] have shown that it has taken on a global scale as a result of economic crises, pandemics, and digital deprivation. This means the transition from “local” to “planetary” anomie. Despite the variety of methods (ethnography, statistics, neuropsychological surveys), all modern authors – from Motillon-Toudic et al. [13] to Jacobsen et al. [11]— rely on Durkheim's definition of suicide as a social fact. This confirms the continuity of the tradition for more than a century. The analysis of these sources demonstrates that the teachings of Emile Durkheim continue to determine the understanding of the phenomenon of suicide, from social statistics to modern psychosociology. If in the XX century attention was focused on structural integration, then in the XXI century the main issue is the subjective feeling of inclusion in society (Table 1).

Table 1. Evolution of research on the phenomenon of suicide based on the teachings of Émile Durkheim

Author(s), Year / Title of Work	Purpose of the study	Key findings	Connection with Durkheim's teachings
É. Durkheim (1897 / 1951). <i>Le Suicide: Étude de sociologie</i> / Suicide: A Study in Sociology [5]	Creation of a sociological theory of suicide as a social fact.	Suicides are divided into types (selfish, altruistic, anomic, fatalistic) according to the level of integration and regulation.	A fundamental work that laid the sociological approach to the study of suicide.
M. Halbwachs (1930). <i>Les causes du suicide</i> [9]	Expanding understanding of the social causes of suicide.	Religious, family and professional integration affect suicide rates.	Development of Durkheim's ideas about social solidarity.
A. F. Henry & J. F. Short, Jr. (1954). <i>Suicide and Homicide: An Interpretation of Official Statistics</i> [10]	Testing of the Durkheim hypothesis about the social causes of deviant behavior.	Socio-economic tension generates both outward aggression and auto-aggression.	Confirmation of the role of social tension as a form of anomie.
P. Sainsbury (1955). <i>Suicide in London: An Ecological Study</i> [19]	Investigation of the relationship between social structure, living conditions and suicide.	Social isolation and urban anonymity increase the risk of suicide.	Confirmation of the relevance of anomie in the urban environment.
J. P. Gibbs & W. T. Martin (1964). <i>Status Integration and Suicide</i> [7]	Operationalization of the concept of integration through social roles.	Low consistency of statuses increases the risk of suicide.	Empirical clarification of Durkheim's concept of integration.
J. Baechler (1979). <i>Suicides</i> [2]	Classification of suicides according to motivational models.	Social factors acquire a symbolic character in a cultural context.	Rethinking Durkheim's typology through cultural meanings.
B. A. Pescosolido & S. Georgianna (1989). <i>Durkheim, Suicide, and Religion: Toward a Network Theory of Suicide</i> [15]	Verification of Durkheim's conclusions about religion through social networks.	The power of social support is more important than nominal religiosity.	Updating the theory of integration through network sociology.
P. S. Bearman (1991). <i>The Social Structure of Suicide</i> [3]	Study of the influence of social structures on the prevalence of suicide.	Social connections can both reduce and increase the risk of suicide.	Development of the idea of the double effect of integration in structural contexts.
R. W. Maris & B. M. Lazerwitz (1981). <i>Pathways to Suicide: A Survey of Self-Destructive Behaviors</i> [12]	Identification of social pathways to suicide.	Social disintegration and loss of meaning lead to auto-aggression.	A combination of the sociological and psychological dimensions of Durkheim's theory.
S. Stack (2000). <i>Suicide: A 15-Year Review of the Sociological Literature</i>	Generalization of sociological studies of 1985–2000.	Integration remains the central explanatory mechanism of suicide.	Confirmation of the constancy of the Durkheim paradigm.
D. Gunnell et al. (2020). <i>Suicide Risk and Prevention During the COVID-19 Pandemic</i> [8]	Analyzing the risks of suicide during the COVID-19 pandemic.	Isolation and social upheaval create modern forms of anomie.	Actualization of Durkheim's logic in the context of the global crisis.
J. Pirkis et al. (2021). <i>Suicide Trends in the Early Months of the COVID-19 Pandemic</i>	Assessment of the impact of social turbulence on the dynamics of suicides.	Social support acts as an anti-anomic buffer.	Reaffirming the importance of social solidarity in times of crisis.
A. L. Jakobsen et al. (2022). <i>Neighborhood Social Context and Suicide Mortality</i> [11]	Study of the influence of the social context of areas on suicide mortality.	Social cohesion reduces the risks of suicide.	Quantitative confirmation of the principle of integration in the Durkheim tradition.
C. Motillon-Toudic et al. (2022). <i>Social Isolation and Suicide Risk: Literature Review and Perspectives</i> [13]	Integration of literature on social isolation and suicide.	Lack of social contact causes mental disorders and anomie.	A reflection of modern anomie through the psychosocial dimension.
C. Silva et al. (2023). <i>Clinically Significant Scores for Thwarted Belonging and Perceived Burden</i> [17]	Assessing the role of a sense of belonging and burden in suicide risk.	A high level of alienation is directly related to suicidality.	Microlevel confirmation of Durkheim's concept of integration.
M. F. Özbilgin et al. (2024). <i>Institutional Suicide as Anomie</i> [14]	Study of institutional working conditions as a factor of anomie.	The indifference of institutions contributes to professional anomie.	Development of the theory of anomie in the context of work ethics of the XXI century.
A. Arango et al. (2024). <i>Social Connectedness and Adolescent Suicide Risk</i> [1]	Study of social connectedness and suicide risk among adolescents.	Social connections reduce the risk of suicidal tendencies.	Confirmation of the relevance of Durkheim's idea of integration.

Thus, Durkheim's anomie appears not only as a rupture of norms but as a loss of the "social fabric" that keeps the individual in the system of life. The modern scientific update of its concept consists in shifting the emphasis from the moral order to the institutional, cultural and psychological mechanisms that determine the ability of a person to feel his social belonging in the era of the crisis of collectivity.

The table reflects the evolution of scientific approaches to the study of suicide – from the classical sociology of Emile Durkheim to modern interdisciplinary concepts. In the works of researchers of the XX century, suicide is considered a consequence of the weakening of social integration, the destruction of collective norms and the loss of solidarity. Later works move on to the analysis of social networks, institutional structures and psychosocial states, showing that the risk of suicide increases where the feeling of reciprocity and support disappears. The generalization shows that the phenomenon of suicide is not only an individual tragedy, but a social indicator of the level of cohesion, moral responsibility and humanity of society, and Durkheim's logic of the interdependence of a person and a collective remains analytically relevant in the XXI century.

3. Problem Statement

The aim of the work is a socio-philosophical rethinking of the concept of suicide as a manifestation of anomie, i.e., a gap between the individual and society, in the context of modern forms of its interaction. The study seeks to show that suicide is not only an individual act of despair, but a mirror of the social order, which loses its ability to maintain semantic and moral reciprocity. Through this prism, we comprehend how the classical ideas of Emile Durkheim find a new sound in the age of digital communication, global crises and war experience.

The objectives of the study: 1) to analyze the classical concept of suicide by Emile Durkheim and its key categories – integration and regulation – as the basis of a socio-philosophical approach to the problem; 2) to determine the contribution of scientists who have studied the phenomenon of suicide after the death of Emile Durkheim, namely the expansion of the sociological interpretation of suicide, in particular in the context of cultural and phenomenological perspectives; 3) to explore modern approaches to suicidality in the context of global instability, pandemics, wars and digital disintegration; 4) to formulate an updated model of philosophical analysis of suicide as a phenomenon of moral vulnerability, combining structural, interpretive and risk logical dimensions; 5) to assess the possibilities of practical application of the results in the institutions of society and their 6) on the basis of research, to highlight the importance of preventive measures aimed at restoring social trust and solidarity.

4. Methods and Materials

The methodological approach to the analysis of the phenomenon of suicide has an integral and interdisciplinary character, since it rejects the reduction of this phenomenon to narrowly psychiatric or biological interpretations. Instead, suicide is understood as a socio-philosophical symptom of a deeper breakdown of human reciprocity, moral bond and spiritual solidarity between the individual and the community. In this context, the study relies on three interrelated levels of analysis – ontological, sociocultural, and moral-communicative, which allow us to reveal suicide not only as a fact of individual despair, but as an indicator of the crisis of collective existence and violation of the integrity of the social world. At the socio-structural level, we assess how institutional stability, social support, and economic conditions affect suicide risks, interpreting it as a reaction to a deficit of reciprocity and trust. The cultural-semantic level focuses on how society hides suffering and death, as well as whether human life is a moral value "by default", and whether there is a common vocabulary of meanings to overcome the crisis. Finally, the communication-media level analyzes the social new modern ways of interaction of individuals, which have become a new space of visibility of despair, functioning sometimes as a place of salvation and sometimes as an amplifier of vulnerability. The analytical base of the study combines fresh changes in society, focusing on the social conditions of suicidality, allowing for comparison of the global and local dimensions of risk, especially in the context of transformational shocks.

The philosophical direction of our work is in the ontological plane: we seek to understand why a person, deprived of social support, chooses death as the last response to the silence of society, thus touching on the essence of vulnerability, when a person is left alone with the chaos of freedoms without involvement.

This study is our bridge to Man, which stretches between strict sociology and deep philosophy. We don't just analyze soulless data; We strive to go from cold numbers to living human meanings, from stereotyped behavioral models to the core of value structures. Our goal is to turn dry statistical curves into real-life stories. At the heart of our work is a painful ontology of human vulnerability: we reveal the condition of a person who finds himself alone with the chaos of his own freedoms, when the world is silent and does not feel involved. It's about trying to understand what it really means to be human when social ties break down.

5. Results and Discussion

For Émile Durkheim, suicide was not only an act of individual despair, but above all a social fact – a manifestation of the structures that determine the connection between a person and society [5]. In his concept of suicide, two key dimensions are intertwined: the level of integration, which forms the strength of belonging to a community, and the level of regulation, which determines the boundaries and meaning of human aspirations. When the individual finds himself in a state of chronic uncertainty between independence and abandonment.

This is especially evident in the growth of the experience of loneliness in overloaded information environments and the gradual disappearance of trust in institutions that previously provided guidelines and a sense of common purpose. A normal society for Durkheim is a system that maintains a balance between “I” and “we”. Today, this balance is increasingly shifting, either towards individualized isolation or towards fragile forms of group belonging that do not guarantee moral stability [5]. This is how a new form of selfish suicide arises: not as a lack of social contacts, but as their superficial fragmentation, where connection does not mean acceptance, and communication does not provide meaning.

Émile Durkheim rightly viewed suicide as a sensitive social barometer [5] that measures the health status of a community through its capacity for integration and regulation. This classic diagnosis takes on a new depth in the twenty-first century, when these structural foundations are undergoing a fundamental shift: traditional channels of social cohesion are weakening and new ones are not yet able to provide stability. Against the backdrop of weakening institutions, a digital space emerges that promises an infinite number of connections, but offers only fragile and multiple bindings. Modern empirical data [11] confirm that virtual solidarity turns out to be more of a network illusion than a source of real, effective support. Thus, human existence falls into a tragic existential paradox: the wider the network of our digital contacts, the more acute the inner experience of isolation and loneliness becomes.

At the same time, the factor of inequality, which Durkheim described as a factor of anomic suicide, increases: desires and practical possibilities live in different planes, generating a loss of meaning and hostility to the social order [5]. Modern economic and social crises – from global recessions to wars and pandemics – expose the instability of expectations, when society is no longer able to guarantee the predictability of the future. In the conditions of the “normative vacuum”, life choices become an individual burden, and the blame for failures is transferred exclusively to the person, which aggravates the tendencies of self-blame and auto-aggression.

At the same time, another vector that Durkheim drew attention to is revealed: overregulation. In societies with authoritarian practices or rigid moral codes, fatalistic suicide can be intensified – not as an act of freedom, but as an escape from the complete loss of autonomy [5]. Modern strict requirements for success and unattainable standards put pressure on the individual and push him into extreme forms of protest or self-destruction. Thus, the renewal of Durkheim's theory requires taking into account the multi-layered nature of social reality: the simultaneous presence of disintegration, hyperregulation and anomic shifts. It is in this field of intersection that the modern image of suicide is born – not as a deviation, but as a symptom of a deep crisis of social connection and a disorder of the moral foundations that form human community.

In a society where success is measured by indicators and a mistake is perceived as a personal failure, a person is faced with an invisible wall of expectations. Where the community used to support the individual, he now feels himself on his own with the pressure to conform to ever-changing and increasingly stringent norms. Losing her sense of belonging and understanding of her own place, she looks for a way out, which often turns into an escape – up to self-destruction.

Suicide is not only a tragedy of the individual; it is a rupture in the fabric of sociality. It exposes what is usually hidden: the fragility of moral ties, the loss of trust, the fear of the future, and the inability

of institutions to be a supportive environment. Modern research confirms the opinion of Emile Durkheim: the suicide rate is an indicator of how much society can integrate a person, give him a sense of belonging and meaning [11]. Where the individual ceases to feel part of the greater, where his work and suffering lose their meaning, an inner loneliness appears, which destroys even the strong. And if social institutions show indifference, suicide becomes a cry that no one has heard. Studies show that the lack of sufficient support from the community, family and the state increase the risk of fatal decisions several times. Periods of social upheaval – economic crises, pandemics, wars – especially exacerbate the feeling of isolation. Systematic reviews prove that it is the instability of norms and the unpredictability of the rules of cohabitation that increase the suicidality of vulnerable groups.

When tomorrow does not guarantee minimal security, the sense of life perspective disappears, and with it the inner imperative to live. However, the social dimension of suicide is not only about the crisis. It also opens up the question of community responsibility to those who stand on the edge. Where a culture of support develops, where there are effective mechanisms of care, even the weakest person gets a chance to return to life. The social meaning of an outstretched hand is often stronger than any drug therapy. And this is no longer a private story of an individual – it is a story of mature or immature solidarity of society.

Suicide reveals another painful facet – the inequality of the right to help. Some people have access to quality support, others are left alone with a burden that they cannot bear. Social inequality in the field of mental health creates an invisible dividing line, where some lives get a chance and others get statistical status. In this dimension, suicide speaks of the moral deficit of society: the institutions that exist to protect do not always fulfill their mission [4].

When the system places the responsibility for salvation only on a person who is in the deepest crisis, this is the limit where humanity degrades. Durkheim emphasized that where social integration weakens, the number of lives that end on their own increases [5]. Modern research confirms that people often choose death when they cease to see the meaning for others in their own existence [11]. Wars, epidemics, and dynamic changes reinforce this logic – disorientation and mistrust punch cracks in the social structure through which lives flee. Therefore, the social response to suicide is not only a medical policy, but also a test of ethical maturity. Where a culture of compassion and responsibility is formed, even the shadow of suicide becomes less dense. A restrained life is always a consequence of the fact that someone nearby noticed a sign of decay in time and did not pass by. In the end, the social consequences of suicide bring us back to the main thing: society exists insofar as we create a space in which no one has to die alone.

Suicide in modern societies acquires a double meaning: it is not only an individual act of despair, but also a social symptom of the fact that the mechanisms of living together cease to work as expected [13]. Durkheim believed that suicide occurs where two key ties between a person and society are destroyed. If a person feels superfluous, individual life loses its meaning. If social demands become excessive or contradictory, the boundaries of what is desired and possible are destroyed. Today, we are witnessing the intensification of both crises at the same time. Excessive individualization, hyper competition, and constant demonstration of success in network spaces push a person to compare with unattainable standards. Social expectations grow faster than real opportunities, and as a result, moral exhaustion is formed, where freedom without support becomes a burden [5]. Losing togetherness, the individual seems to fall out of the collective body and begins to drown in his own silence. At the same time, regulation becomes fragile. Institutions do not always provide clear rules, and inequality blurs the idea of justice [9]. Under the pressure of crises, people do not feel that society is able to protect them or at least hear them. There is an experience of redundancy: if my life is not meaningful to anyone, why should I continue to fight? In such conditions, suicide can be perceived as a silent protest against the indifference of the world. Modern suicide trends cannot be explained only by clinical or individual factors – they are built into the logic of social order. When mutual support turns into competitive detachment, and the threshold of success dictates a feeling of constant insufficiency, life loses the common horizon of meaning. Social media creates a paradox: we see others, but we don't feel anyone around who is really able to support. The individual silently falls into the void – and often no one notices this in time.

When society ceases to perform the function of a protective shell, a person finds himself alone with suffering that has no one to tell. Durkheim warned: where the social bond weakens, “cold freedom” increases, which step by step brings the individual closer to the brink of self-destruction [5]. But today this boundary is not only personal – it is inscribed in the structure of social experience. In many cases,

suicide becomes the last form of expression – a tacit accusation of the world. Douglas showed in the last century that the choice of suicide cannot be reduced to psychopathology: it is a gesture that carries social meaning [4]

This is a way of saying: “I no longer see myself in your picture of the future” [5]. This is a desperate attempt to regain control where life has ceased to belong to man. Modern authors also pay attention to another dynamic: a change in the norms of self-preservation. Until recently, the preservation of life was an unconditional value. Now, the question arises more and more often: if life does not bring meaning, am I obliged to carry it further [4]? Thus, suicide begins to look like a tragedy of free choice, created by a culture of supra-individual responsibility for success. At the same time, forms of social exclusion are intensifying: migration, accelerated urbanization, and digital individualism create an environment where people feel like replaceable fragments of the system. The feeling of warmth of social support disappears – only instructions, pressure and loneliness remain. This is exactly what Gunnell describes as the accumulation of risks, when one event does not kill, but the collection of small cracks in the life system destroys its foundation [8]. Therefore, the analysis of suicide should go beyond medical statistics. Behind every intention, there is a cry for help, which society often hears too late. And if we want to reduce the number of suicides, then first of all, we need to restore the value of human presence, where invisibility reigns today.

Postmodern culture reinforces this crisis: every time life turns into a project that needs to be implemented successfully and flawlessly, and failure is interpreted as personal fault [6]. In such a world, suicide takes on an existential dimension: it is not only an escape from pain, but also a protest against the normative requirement to be happy. Douglas emphasized that human death carried out by one's own hand always has the semantics of the statement – it contains a message addressed to another [4]. However, today the addressee of this message is blurred: a person is talking to a world that does not exist nearby, which has dissolved in screens, algorithms and statistics. Suicide turns into a silent conversation without a listener. When moral guidelines cease to be the common property, the right to death merges with the right to final silence, in which there is no longer any recognition or trial. In this dimension, suicide becomes a tragedy not only of the loss of life, but also of the loss of semantic space for life. Modern man lives in a situation that can be described as an overload of choices. The right to self-determination has become absolute, and now every decision – including the decision to live – rests solely with the individual.

When social institutions demonstrate weakness, the feeling of their own uselessness can turn into the belief that suicide is the last form of self-control [1]. The value framework in which suffering makes sense, and the support of one's neighbor is a moral duty, is lost. They are being replaced by rationalized and even technologically advanced ideas about death: algorithms will tell you a good day to live – and just as indifferently allow you to leave. Researchers point out that today, suicide is a cry for recognition, addressed to a society that responds with silence [11]. In a world where communication is supposedly limitless, but rarely becomes a real meeting with the Other, a person experiencing his own invisibility often feels that his disappearance will not change anything. Hence, the logic of the tragedy – there is no point in living for those who don't care. A paradox arises: the louder society proclaims the significance of an individual, the lonelier a person can be who does not fit into the success scenarios.

In this sense, suicide becomes a philosophical gesture, an act of desperation that opens up a radical question: what does it mean to be human where there are no boundaries between what is possible and what is necessary? Thus, the philosophical dimension of suicide in the XXI century is not only about death, but about the fragility of being, the loss of common meanings and the search for reasons for living at a time when society no longer provides ready-made answers to this. Classical sociological studies of suicide for the first time gave death the status of a social fact rather than an individual tragedy. Émile Durkheim showed that the decision to take one's own life cannot be understood without analyzing integration and regulation – the fundamental ties between a person and society [5].

Suicide for him is an indicator of imbalance, when either society strangles the individual, depriving him of freedom, or lets him go too far, leaving him without any support. That is why Durkheim considered the increase in suicides as a symptom of a deeper moral illness of the social order, and not just the psychological drama of an individual. Maurice Halbwachs, continuing the Durkheim line, supplemented it with the idea that it is not only the nation or the state that influences the behavior of the individual, but also the microsocial structure: family, community, professional environments [9]. He argued that even at the most critical moments, it is living social memory that can keep a person from making a fatal choice. Therefore, in environments where ties break down, where people no longer feel

part of something bigger, the risks of suicide inevitably increase. Jack Douglas proposed a radical twist: he emphasized that suicide cannot be explained by statistical logic or external factors alone. For him, the key is the importance that the subject himself attaches to his own decision [4]. It is not just social disintegration that kills – it is the story that a person creates about himself. Suicide becomes an attempt to write the last meaning when all other stories have been invalidated. Modern interpretations combine these three approaches: Durkheim's quantitative logic, Halbwachs' social sensitivity, and Douglas' semantic perspective form a triune optics, without which it is impossible to understand suicide today [4]. After all, a person is at the same time a part of society, a carrier of connections and the author of his own life drama. Therefore, where institutions do not work, where communities do not support, and the personal narrative collapses, suicide arises as a logical, albeit tragic, outcome.

The discourse of suicide in the social sciences begins from the moment when death ceases to be an exclusively private act and appears as a phenomenon that changes the structure of society. Émile Durkheim was one of the first to insist that the human ability to commit suicide is not only an individual choice or a psychological anomaly – it is a measure of the state of the social world [5]. He did not just classify the types of suicides, but identified the key nerve of the phenomenon: where the mutual recognition of people for each other weakens, life loses its meaning. Durkheim's framework showed that dying in this way can be an affirmation against society – or, conversely, a search for a way out of a connection that seems unbearable. This idea became a starting point for further discussions, where death ceases to be the result of a mental crisis and appears as a philosophical statement, a shift in emphasis in the ways of existence of a community. Maurice Halbwachs shifted the focus to closer ties: a person is saved not by the nation, but by those social circles where his word has weight, where the value of “being together” is confirmed by experience [9]. Invisible threads of daily interaction provide resilience. Therefore, Halbwachs' suicide is evidence of the fading of social memory, the disappearance of people who can bring you back to yourself.

In the end, Jack Douglas radicalizes the approach, trying to hear the very voice of the man who stands on the edge. He argues: each suicide has its own philosophy [4]. If Durkheim and Halbwachs explained conditions and environments, then Douglas asks: what meaning does a person put into his step?

He says that death becomes the last message, a text without a reader, an appeal that can only be understood through the biography of the subject.

In the classical concepts of suicide, one common belief is hidden: a person's life is always included in the structure of meanings that exceed it. That is why the act of self-destruction is a shock to the community – it destroys the tacit agreement that life has value regardless of the circumstances. Durkheim saw this as a threat to the moral foundations of society, Halbwachs saw it as a rupture of everyday ties, and Douglas saw it as a metaphysical protest of individual meaning against social silence. Social death precedes physical death: a person ceases to believe that his existence is inscribed in the general history. Then the world loses not only one life, it loses a view that could have changed others. That is why the classics emphasized that suicide prevention is not only a medical or psychological task, but a matter of preserving the human presence in the world. In modern conditions, the phenomenon is taking on new forms: digital communities are able to simultaneously support and destroy a person, creating spaces where recognition becomes a commodity or manipulation. What Durkheim called the “moral fabric” now exists on screen – it is fleeting, changeable, and at times ruthless. In this instability, the intuition of the classics is again manifested: suicide always speaks not only of the person, but also of a state of the world that he can no longer bear. Therefore, turning to classical works is not a gesture of respect for the history of science, but a way to see the threats of modernity: when culture ceases to be a space of care, but becomes a system of evaluations, when freedom exists without compassion, when human pain does not find a language that could keep it alive.

Suicide is a marginal act in which a person seems to remove himself from the common world. But that is why the question arises: is it possible to understand the motive of such a decision at all, when the action itself destroys the one who could explain it? Durkheim believed that the meaning of suicide is hidden not in a separate consciousness, but in the structure of social ties that either support a person or leave him alone with the world [A]. That is, the logic of self-destruction is socially determined, although it is lived internally. This position later began to be criticized as excessively “cold”: it deprives the subject of a voice. Douglas, in contrast, suggested that every suicide should be seen as an attempt to say something to the world—protest, flight, revenge, or despair that seeks to be heard [C]. Understanding,

then, is not just a classification, but a co-creation of meaning that prolongs the silence of the deceased in our attempt to speak for him.

However, modern research shows an even more complex picture. The intention is often fuzzy, contradictory, fragmented – the desire to live and the desire to disappear can coexist in a person, and the act itself takes place at the moment when logic collapses and impulse dominates. Therefore, the interpretation cannot be definitive: each explanation is inevitably an attempt to give meaning where the meaning has been lost. Suicide prevention cannot be reduced to psychological support for individuals – it is, first of all, a test of the maturity of society [18]. After all, each suicide brings to the surface what the team preferred to keep silent about: alienation, mistrust, and confusion before life. Therefore, prevention is not about control, but about returning a person to his rightful place in the social whole. Two key areas can be traced in the world programs today.

First, strengthening social integration: supporting communities, developing horizontal connections, creating safe spaces for dialogue – all that gives a person a sense of inclusion. Studies have shown that where a person does not feel alone in their difficulties, the risks of suicide are sharply reduced [11]. In other words, the main defense is not an institution, but another person nearby. Secondly, the strengthening of regulatory mechanisms, which does not suppress freedom, but gives a sense of clear and fair rules. This includes accessible assistance, clear response protocols, responsible media communication, and prevention of romanticization of death [13]. A society that declares the value of human life must consistently confirm this with actions.

6. Conclusions

Suicide is an extreme form of tacit dialogue between a person and society, in which the connection of meaning is interrupted. It occurs where the individual ceases to feel his presence as important, where the community does not offer him support, and life seems to be a space without an addressee. In this sense, each act of suicide is not only a tragedy of the individual, but also a diagnosis of the social order: how capable he is of being human. The academic tradition started by Durkheim taught us to look at suicide as a social fact, revealing deficits in integration and regulation. However, the XXI century adds new dimensions: information overloads, transience of social ties, and crises of global instability. A person is no longer alone – he finds himself in a crowd, but without live contact, among endless “communities” that do not know him by name. Studies in recent years emphasize that where support mechanisms are destroyed, where trust in institutions falls, and success becomes the only moral criterion, the risks of self-destruction increase. This means that suicide prevention is not an auxiliary application of social policy, but its moral core. To prevent death means to give a person back the opportunity to be heard. Suicide reminds us that human existence cannot be reduced to biological survival. It needs recognition, responsibility, care, and meaning. And that is why the fight against suicide is a struggle for human dignity. For its right to live not only within the limits of statistics, but in a space where it matters to others.

Further research should also reveal how global crises (wars, pandemics, economic shocks) restructure social mechanisms of behavior regulation. It is important to study how collective experiences of trauma can both increase vulnerability to suicide and develop new practices of solidarity that keep the individual within the social bond. Durkheim showed that suicide can be an indicator of how moral norms correspond to real-life conditions. Future work should explore how societies are shaping new criteria for an individual's academic performance, psychological resilience and social worth, and what implications this has for those who do not fit into these standards. A promising direction is the deepening of the connection between philosophy and empirical data. Combining the Durkheim tradition with modern statistical and clinical research will create more accurate models for predicting suicide risks. This approach opens up an opportunity for the formation of an effective social policy – from the development of crisis relief services to the support of local communities.

Thus, further research requires interdisciplinarity: philosophical analytics, sociology, psychology, information sciences and public policy must work together. Only then will the phenomenon of suicide cease to be society's “last silence” – and become a source of deeper understanding of what it means to be human among other people.

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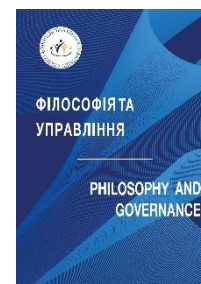
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The Philosophy of Freedom in the Digital Age: How Technology Changes Our Understanding of Choice

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ABSTRACT

The article offers a philosophical reflection on the phenomenon of freedom in digital reality, including an analysis of a number of fundamental aspects related to the nature of these phenomena and the potential risks associated with them. The study examines the impact of the transformation of the information and communication field on the structure and modification of the social living space, social and cultural aspects. The study highlights the ethical aspects of the integration of digital tools – algorithmic justice, data privacy, responsibility, etc. The methodology of interaction between a digital person and a digital society is substantiated and the conceptualization of the impact of technologies on the understanding of human choice is conceptualized. Attention is focused on the philosophy of the development of a creative society. Concern is expressed about the potential loss of identity by a person in the conditions of digital reality. It is substantiated that the adaptability of human consciousness expands the horizons of creative collaboration with the digital world, forming an unlimited potential for innovation. The study attempted to understand the essence of the relationship between the categories of “control” and “freedom” in the context of active integration of information and communication technologies. The definition of the phenomenon of freedom was determined, and its positive and negative forms were characterized. The author’s vision of the importance of preserving human freedom against the background of global digitalization was proposed. The important role of open interaction and dialogue between the public, the scientific community and government bodies was highlighted to guarantee the harmonious synergy of human rights and freedoms and the digital environment, compliance with digital rights to privacy, security, freedom of expression and access to a safe Internet. The results of the study are aimed at a philosophical understanding of digitalization, which requires a balanced approach aimed at creating a digital space that respects human rights and freedoms, rather than restricting them.

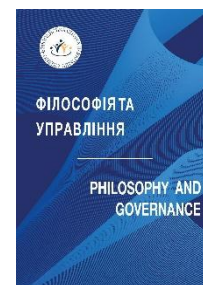
KEYWORDS

digitalization, freedom, digital technologies, control, rights, philosophy of freedom.



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Філософія свободи у цифрову епоху: як технології змінюють наше розуміння вибору

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СТАТТЯ

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У статті запропоновано філософську рефлексію щодо феномену свободи у цифровій реальності, у тому числі, аналіз низки фундаментальних аспектів, які належать до природи цих явищ та потенційних ризиків, пов'язаних з ними. У дослідженні розглянуто вплив трансформації інформаційно-комунікаційного поля на структуру та модифікацію суспільного життєвого простору, соціальні та культурні аспекти. В межах дослідження висвітлено етичні аспекти інтеграції цифрового інструментарію – алгоритмічна справедливість, приватність даних, відповідальність тощо. Обґрунтовано методологію взаємодії цифрової людини і цифрового суспільства а концептуалізацію впливу технологій на розуміння людського вибору. Акцентовано увагу на філософії розвитку креативного суспільства. Висловлено занепокоєність щодо потенційної втрати людиною самобутності в умовах цифрової реальності. Обґрунтовано, що адаптивність людської свідомості розширює горизонти креативної колаборації з цифровим світом, формуючи необмежений потенціал для інновацій. У дослідженні було реалізовано спробу осягнути сутність зв'язку між категоріями «контроль» і «свобода» в умовах активної інтеграції інформаційно-комунікаційних технологій. Детерміновано дефініцію феномену свободи, охарактеризовано її позитивну й негативну форми. Запропоновано авторське бачення значимості збереження свободи людини на тлі глобальної цифровізації. Актуалізовано важливу роль відкритої взаємодії та діалогу між громадськістю, науковою спільнотою та органами влади для гарантії гармонійної синергії прав та свобод людини і цифрового оточення, дотримання цифрових прав на приватність, безпеку, свободу вираження поглядів та доступ до безпечного інтернету. Результати дослідження спрямовані на філософське осмислення цифровізації, що вимагає зваженого підходу, спрямованого на створення цифрового простору, який поважає права та свободи людини, а не обмежує їх.

КЛЮЧОВІ СЛОВА

цифровізація, свобода, цифрові технології, контроль, права, філософія свободи.

1. Introduction

The rapid spread of artificial neural network technologies, digital applications, personalization, and big data analytics characterizes the dynamics of the modern world. The complex phenomenon of digitalization of public life has sparked philosophical discourse, given the numerous social and ethical aspects of integrating digital technologies, including digital inequality, freedom and privacy, discrimination, control over information, etc.

In view of this, the key problem of philosophy in the context of digitalization is concern about the dynamics of the context of human freedom under the influence of technology, because digital reality determines our perception of identity, space and time, communication and relationships, expands the boundaries of interaction in synchronous and asynchronous formats, leveling spatio-temporal limitations. That is, digitalization changes not only the environment, but also each individual, transforming their consciousness complementary with the updated realities.

The rapid development of the digital world not only optimizes human life, simplifying routine duties and professional activities, but also accumulates the risks of depriving an individual of freedom, which is regarded in the philosophical field as the primary basis of human beings. The identified human freedom gained over the past century is currently gaining more controversial definitions and is evaluated in a rather pessimistic way for the future. The development of digital technologies is actualizing issues of security, ethics and identity. Control and intimidation, which have long been the main levers of influence on the construction of social relations, are now increasingly mentioned in scientific and institutional discourse. This actualizes the need to comprehend the specifics of the dynamics of the phenomenon of human freedom against the background of the digital development of today.

The key task of the study is to search for a comprehensive vision of the synergy of the new digital reality and the human personality, where problematization is implemented at the level of pragmatics. The chosen approach, on the one hand, allows for flexibility, dynamics and discrepancies, and on the other hand, appeals to the concepts of truthfulness, obviousness and thoroughness.

2. Literature Review

The study is based on several related issues, taking into account the achievements of scientists in the interdisciplinary scientific field. Fundamental works of philosophers include the basic developments of R. Capurro (2014) [1], E. Pedersen and M. Brincker (2021) [2], J. Campbell (2019) [3]. Also, it is necessary to take into account the achievements of modern researchers N. Popova, A. Perchyk, M. Myazin and S. Bednarsky (2024) [4], O. Obiedkov (2024) [5], A. Erol et al. (2020) [6] who dedicate attention to the conceptualization of the relationship between freedom and control in the era of digitalization. The key concepts of this relationship are analyzed in detail in the publication of O. Kyvliuk, G. Voronkova and V. Nikitenko. (2023) [7].

In the work "Formation of a Foresight Model of Digital Man and Society to Achieve Sustainable Development Goals" V. Voronkova, V. Niiktenko, G. Vasylichuk, Y. Kaganov and N. Metelenko (2024) [8] determine the key principles of the foresight model of the digital person and the digital society, which includes such elements as trend analysis, identification of the main influencing factors, forecasting promising development scenarios, and the development of response strategies.

The interaction of man and digital society in the context of complexity methodology and Agile philosophy was investigated by T. Dragu and Y. Lupu (2021) [9], R. Baskerville, M. Myers, and Y. Yoo, (2020) [10]. These scientists defined the Agile philosophy as an agile approach to project management that prioritizes people, interaction, and adaptation to changes instead of rigid processes and control, convincing that this philosophy should be the basis for guaranteeing freedom of choice in a digital environment.

Exploring the phenomenon of the digital person, O. Dzoban (2021) [11] argues that this is, first of all, a person immersed in virtual reality, with a set of new moral values, who perceives the world as a gamification environment, while being fully aware of its programmability, conventionality and the possibility of exit.

Of particular importance in the field of philosophical understanding of the category of human freedom and its transformation under different vectors of social influence are the publications of O. Ovcharuk (2020) [12], M. Kyrychenko (2019) [13], O. Radutnyi (2018) [14], K. Honcharenko (2019)

[15]. The authors investigate the development of the information technology sphere and its impact on the formation of the digital worldview and digital ideology of modern man.

The conceptual boundaries of the problem are expanded in the work of N. Kim (2025) [16], M. Godwin (2003) [17], M. Risse (2021) [18], R. Hanna and E. Kazim (2021) [19]. At the same time, the analysis of the dynamics of human freedom under the influence of digital social transformation in philosophical discourse remains relevant, given the importance of tracking changes in social practices against the backdrop of active cross-cultural assimilation in the modern context.

3. Problem Statement

Digitalization offers great opportunities; at the same time, its impact can limit personal autonomy, creating the illusion of choice and imposing algorithmic recommendations. The growing dependence on algorithms and digital platforms raises the question of how much a person's decisions really belong to them. Such urgent challenges require philosophical reflection. How is the essence of freedom of choice transformed in the digital age? What are the potential opportunities and risks posed by modern technologies? Understanding these questions becomes an important step towards assessing a person's place in a technologically determined reality.

The article aims to reveal the essence of the transformation of the phenomenon of human freedom in digital reality, which tests the modern individual and threatens their potential in the future.

4. Methods and Materials

The methodological and theoretical basis of the work was formed taking into account the priority principles of the implementation of system research, based on an integrated approach. In order to fully disclose the problem, several theoretical research methods were used, in particular, historical-philosophical and philosophical-cultural methods, holistic and systematic analysis, synthesis, methods of comparison, generalization and others.

Holistic and systemic analysis, as well as synthesis, were used to isolate the most significant aspects and basic concepts of the phenomenon under study. The dialectical method, comparison and generalization were used in order to detail the system of definitions, to distinguish basic categories and theoretical generalizations, and to form the concept of an integral process of philosophical and cultural progress of society.

The historical-philosophical method provided for an effective combination of theoretical-logical and empirical-historical scientific methods, while the main principle was the unity of subject-content and methodological aspects of philosophical knowledge.

The philosophical-culturological method provided for the use of "freedom" and "control", the concepts of "element" and "connection" in the context of the initial categories of philosophy. At the same time, the basis was an approach to the phenomenon under study, based on the concepts of integrity and generality, as well as the interdependence of individual elements.

5. Results and Discussion

The definition of "freedom" is understood as the property or state of being free, which implies the absence of restrictions, necessity, or coercion, liberation from something burdensome, ease and unlimited use, the ability to be open and frank. In general, there are two main types of freedom: positive freedom, that is, the ability to control one's own life and realize goals, and negative freedom, which implies no restriction on actions.

As evidenced by a retrospective analysis of the definition of "freedom", ancient philosophers such as Democritus and Aristotle believed that choice is determined by the objective laws of nature, which effectively excludes free will, since human actions are conditioned. In the Middle Ages, Luis de Molina emphasized that free will is possible thanks to reason, which helps a person to choose in the face of divine foresight [16]. At the same time, prominent German philosophers I. Kant, F. Schelling and G. Hegel interpreted freedom of choice as the ability to act according to internal principles. At the same time, Kant associated it with the moral law, and Schelling and Hegel with creativity and self-expression [17].

Modern scientists note that freedom of choice consists not only in the absence of restrictions, but also in the awareness of one's responsibility for decisions. In the context of ethics, with which the

phenomenon of freedom is inextricably linked, it is positioned as the unchanging basis of human beings. At the same time, it is necessary to understand the boundaries of the space for its implementation and the accompanying control tools [16].

Information and communication technologies are often perceived as a means of expanding freedom, in particular, in professional activities or communication. Ideas about the development of human freedom in the era of digital transformation are fueled by the fact that most digital technologies and ways of applying them are based on the consent of individuals. At the same time, it should be noted that such consent is given thanks to the same information and communication technologies, which actually weaken human freedom. At the same time, the decrease in the level of freedom is associated with the category of "control".

In the era of digitalization, "control" is controlled by the information itself, which is understood as a regulated system of word orders distributed through information and communication technologies [7]. An individual is a user who is confident that they act based on a conscious choice. However, these actions were pre-programmed and are subject to total control, which complicates the idea of a person's sense of his own freedom, although it corresponds to his desires [18].

In view of the above, there is an opinion that freedom is not characteristic of modern man at all, because he is immersed in the global Internet, where digital technologies form his own desires, encourage the consumption of certain information, and control his actions without consent. The threats to the revival of the totalitarian regime through large-scale digitalization are contradictory, because due to human nature with a constant choice put forward in it, the responsibility falls on the person himself, and technology turns into a dominant component of our personal life [9]. At the same time, the individual must decide for himself whether he is a slave to digital opportunities or, on the contrary, they serve a person. Such a choice is positioned as the sole responsibility of the modern individual.

The dynamics of understanding freedom of choice against the backdrop of rapid technological progress and globalization processes lead to the emergence of new challenges for maintaining freedom in an environment where decisions are increasingly made not by people, but by algorithms, big data and digital platforms. In such conditions, it becomes obvious that modern individual freedom is not reduced exclusively to the right to self-determination and autonomy and is only the result of personal will and self-determination. Today, freedom of choice depends, to a large extent, on the digital infrastructure within which a person makes decisions.

Among the positive aspects of digitalization, which bring tangible benefits for the development of individual freedom, it is necessary to note the greater implementation of the right to information. Providing virtually unhindered access to a variety of sources, digital technologies allow you to get a more complete picture of various aspects of public life, as well as express your own opinion, which significantly expands the possibilities of freedom of speech.

Also, an important area of digitalization is the support of socio-economic rights: access to distance courses and retraining programs through online learning helps to expand the boundaries of freedom of choice. In the field of employment, digitalization has integrated flexible schedules and remote work, which is especially relevant in crisis social conditions [10].

Among the undoubted advantages of the development of digital platforms, it is worth noting the implementation of cultural rights, in particular, access to cultural values and the right to scientific creativity, which contributes to the expansion of opportunities and increase the freedom of choice of each person. New technologies also stimulate the increase in public awareness and the growth of legal culture, creating prerequisites for resolving conflicts, developing creative strategies in the field of legal education. Thus, we can summarize the overall positive impact of digitalization on human freedom in the ensuring, protection and promotion of human rights, opening new horizons for their realization.

At the same time, total digitalization carries a number of risks and challenges that can have a potential negative impact on human rights and freedom of choice, limiting the capabilities of the individual. In particular, personalized manipulation technologies are a particular threat – new ways of influencing people's behavior, which are becoming more sophisticated and invisible to most users. These manipulations come from both individuals and large corporations, government agencies and political organizations.

By analyzing data about a particular person (behavior, preferences, browsing history and interaction with content), network technologies actively shape his perception of information, as well as decisions made based on it with the help of personalized recommendations. A kind of filtering effect is created, where users come into contact only with those materials that best correspond to their previous

interests, which limits their horizons, forms an “information bubble” and excludes alternative information for making conscious, multilateral and free decisions [15].

Also, the problem of loss of anonymity and privacy in the era of digitalization is closely related to the restriction of freedom of choice. GPS tracking technologies, data collection through applications and browsers, and registration of devices in communication networks actually make it impossible to completely preserve anonymity.

The basis of freedom of action is privacy, which guarantees a person the right to control various aspects of their own life without external interference. At the same time, total digitalization levels the boundaries between personal and public space. As a result, freedom of choice becomes a kind of illusion, because the actions of the individual are increasingly determined by hidden influences and algorithms.

It should be emphasized that the lack of anonymity not only significantly infringes on personal human rights, but also creates threatening risks for the development of a democratic society, which can be expressed in practice in total control by corporate or state structures, restriction of freedom of speech and freedom of expression [17]. Digital transformation on a global scale requires not only the development and implementation of effective technical solutions for the protection of personal data, but also the settlement of legal and ethical issues.

It is worth noting that freedom of choice is threatened not only by the complete digitalization of public life but also by limited access to digital technologies. Restriction of access to technology leads to the loss of freedom of choice in critical aspects, from professional self-realization to participation in democratic processes. In an environment where flexible schedules and remote work have become the norm, the lack of access to modern information and communication technologies limits educational and professional opportunities, which complicates career growth and adaptation to modern labor market requirements.

Also, there is a challenge regarding unequal access to information. Deprived of access to digital technologies, people find themselves in an information vacuum, which limits their ability to make informed decisions. Digital inequality can cause social exclusion, in particular, among young people, because communication in social networks and participation in public discussions determine the level of social activity today.

Preserving human freedom, his right to choose in the light of modern challenges requires a systematic approach that combines educational, legal, technological and socio-political measures. Solving this problem requires coordinated efforts on the part of the state, business and civil society [5].

Digital technologies, in particular, machine learning algorithms, can be actively involved in countering manipulative influences. Artificial intelligence automatically detects and blocks false information, fake news, and manipulative headlines, refuting false claims in real time [12]. Tools such as Google News make it easier for users to verify the reliability of information by forming ratings of the reliability of sources [17].

At the same time, it is worth noting that personalized algorithms for generating video content can enhance the “bubble” effect, supporting users’ current beliefs. To effectively overcome this effect, it is necessary to create ethical, transparent algorithms that minimize the risks of manipulation [7]. In addition, raising human awareness at different levels of development through the introduction of courses on critical thinking, online safety, the basics of data analysis and recognition of fakes will form the basis for the development of an informed and protected society. Courses on digital literacy and protection against manipulation in the media space, created by reputable educational platforms such as Coursera, Udemy, and Khan Academy [16], are already available.

An important element of preserving a person’s freedom of choice is the protection of personal data. In this context, it is necessary to develop and implement legislation to regulate the activities of digital platforms, which will prevent the spread of fake news, manipulation and harmful content, and introduce responsibility for the dissemination of false information. A successful example is the European GDPR law, which aims to protect personal data and prevent its unauthorized use [3].

Support for independent fact-checking platforms and the creation of transparent mechanisms for blocking fakes should become the basis of sectoral international cooperation, which should be given vector integration of global standards to combat manipulation and establish strict rules for the transparent use of personalized data.

Thus, by distancing himself from the “disciplinary society”, the individual of the twenty-first century found himself within the framework of the “society of control”, which is led by information. A person identifies himself with certain data, confirming his own consent to their consumption. The

greatest risks of this state of affairs are hidden in the fact that digital technologies themselves form this consent and the prerequisites for its provision, which is disguised as a conscious choice.

In view of the above, the responsibility for personal life and responding to the challenges of digitalization rests with the person themselves. The dualistic variability of the development of the embodiment of such responsibility is manifested either in the complete service of the individual to technology and dependence on them, or, conversely, in the subordination of digital systems to a person and control by them.

A person can potentially be free in the digital age and effectively resist control measures only if he makes a conscious choice not to subordinate his own life to the digital dimension of information and communication technologies. The victory of humanity in resisting the excessive impact of digitalization and the preservation of the right to freedom are determined exclusively by a disciplined and balanced attitude towards oneself.

6. Conclusions

The specifics of the development of modern society are determined by the cultivation of the significance and role of innovative information and communication technologies. The potential of the digital society is developing against the backdrop of the widespread implementation of artificial intelligence tools, algorithmizing, deep learning, big data analytics, which, at the same time, can potentially lead to several negative consequences – transformation of the human personality, its full immersion in the digital world, alienation from one's own essence, restriction of freedom of choice.

The purpose of the article was to reveal the essence of the transformation of the phenomenon of human freedom in digital reality, which tests the modern individual and jeopardizes their potential preservation in the future. The results of the study showed that the phenomenon of human freedom in the context of digitalization is a multifaceted concept that combines both positive and negative aspects.

In particular, digitalization provides access to a variety of information, ensuring greater realization of the right to information and freedom of speech, expanding horizons for self-realization, and supporting the provision of socio-economic and cultural rights. At the same time, there are serious tangential challenges, such as manipulation of the individual's consciousness, loss of anonymity, discrimination and digital inequality, the preliminary formation of ready-made human decisions by algorithms.

The main task of modern social development should be to provide prerequisites that will not only preserve but also strengthen human freedom, their right to choose, in the context of total digitalization and rapid technological development. Obviously, this requires the integration of educational projects to improve digital literacy, the development and implementation of transparent and ethically sound algorithms, and the provision of legal and social support aimed at protecting the rights of users of the global network. The synergy of efforts in the aspects of education, technology and the legal field will be able to guarantee the use of the potential of digitalization to expand human freedom of choice, minimizing the associated risks and restrictions.

The prospect of further research is seen in the disclosure of the essence of the "society of control", which is endowed with potential opportunities for the development of a totalitarian regime of digital format and can lead to ambiguous transformations of communication and behavior formats, value guidelines of the individual.

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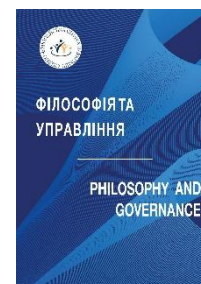
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Cognitive Aspects of Decision-Making in Management: Philosophical Analysis of the Critical Approach

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ABSTRACT

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The article is devoted to the consideration of the issue of cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach. The theoretical achievements in the problem of decision-making are determined. The essence of the concept of "managerial decision-making", the main conditions for the implementation of a managerial decision, approaches during decision-making are considered. It is established that decision-making is a stressful situation that affects cognitive processes, which are characterized by the emergence of prejudices, the development of intuitive approaches to decision-making, and a decrease in the level of logical analysis. The relationship of cognitive processes with aspects of decision-making is considered. The influence of a critical approach on decision-making and its basic principles are determined. It is noted that critical thinking begins with awareness of the problem situation, understanding the connections between different processes, establishing the causes and consequences of decisions, and determining patterns. A philosophical analysis of the critical approach during decision-making was carried out. Factors that influence decision-making, taking into account the essence of a person, were identified. A summary of the results obtained was made. Recommendations were developed to improve the application of the critical approach during management decision-making. The novelty of the article is the consideration of the issue of cognitive aspects of decision-making in management from the perspective of philosophical analysis. The peculiarities of the influence of the human essence on its choice and on the decision-making process were determined, since it was established that the main factors of influence are a person's desire for enrichment, existing experience, social status, and efforts to improve the lives of others. The objectives of the study are to consider the peculiarities of decision-making in management, to analyze the cognitive aspects of decision-making, to investigate the critical approach during decision-making, and to develop recommendations for the application of the critical approach during management decision-making.

KEYWORDS

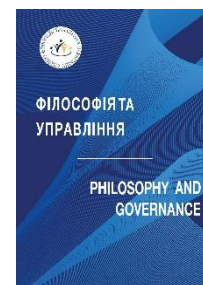
choice, cognitive aspect, critical approach, decision-making, fear, manager, managerial decision, philosophical thought.



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Когнітивні аспекти прийняття рішень у менеджменті: філософський аналіз критичного підходу

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СТАТТЯ

АНОТАЦІЯ

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Стаття присвячена розгляду питання когнітивних аспектів прийняття рішень у менеджменті у розрізі філософського аналізу критичного підходу. Визначено теоретичний доробок у проблемі прийняття рішення. Розглянуто сутність поняття «прийняття управлінського рішення», основні умови реалізації управлінського рішення, підходи під час прийняття рішення. Встановлено, що прийняття рішення є стресовою ситуацією, що впливає на когнітивні процеси, які характеризуються виникненням упереджень, розвитком інтуїтивних підходів до прийняття рішення, зниженням рівень логічного аналізу. Розглянуто зв'язок когнітивних процесів із аспектами прийняття рішення. Визначено вплив критичного підходу на прийняття рішення та основні його принципи. Зазначено, що критичне мислення починається із усвідомлення проблемної ситуації, розуміння зв'язків між різними процесами, встановлення причин та наслідків рішень, визначення закономірностей. Здійснено філософський аналіз критичного підходу під час прийняття рішення. Встановлено фактори, які впливають на прийняття рішення із врахуванням сутності людини. Здійснено підсумок отриманих результатів. Розроблено рекомендації щодо покращення застосування критичного підходу під час прийняття управлінського рішення. Новизною статті є розгляд питання когнітивних аспектів прийняття рішень у менеджменті у розрізі філософського аналізу. Визначено особливості впливу людської сутності на її вибір та на процес прийняття рішення, оскільки встановлено, що основними факторами впливу є прагнення людини до збагачення, наявний досвід, соціальний статус, намагання покращити життя інших. Завданнями дослідження є такі як розглянути особливості прийняття рішень у менеджменті; проаналізувати когнітивні аспекти прийняття рішень; дослідити критичний підхід під час прийняття рішень; розробити рекомендації щодо застосування критичного підходу під час прийняття управлінських рішень.

КЛЮЧОВІ СЛОВА

вибір, когнітивний аспект, критичний підхід, менеджер, прийняття рішення, страх, управлінське рішення, філософська думка.

1. Introduction

Managerial decision-making at the present stage is an important aspect of management development. Thus, changes in the external environment require a quick reaction from the manager and timely decision-making. At the same time, the manager must take into account not only the needs of the company and his own interests, but also understand how the decisions he makes may further affect the entire field of his activity. Decision-making often takes into account one's own experience. However, taking into account experience is not an indicator of the effectiveness of the managerial decision, since systemic changes in the field in which the manager works level the experience and force him to act in new conditions. Experience can be the result of chance, and the manager finds himself in such circumstances where the decision made by him would definitely lead to success.

Managers often rely on intuition as a factor in obtaining a positive result. Feeling the solid connections between the processes that accompany the manager's field of activity is an important aspect of obtaining positive results. At the same time, intuition cannot take into account external changes, because new political, economic, environmental, technological, and technical factors of influence can arise abruptly, without any prerequisites. Therefore, for a manager, relying only on intuition is not quite the right decision, since the presence of a certain premonition does not yet indicate the correctness of thoughts.

When making a decision, managers often take into account modern technologies and methods of computer analysis to obtain the best solution to the problem. The informatization of society has influenced the fact that there are large amounts of data in the virtual space, which have a significant impact on the management culture and global decision-making. However, technologies can make mistakes that are caused by system failures. Focusing only on computer methods does not allow you to provide an effective management decision.

Accordingly, it is important to investigate decision-making in management, taking into account cognitive aspects and a critical approach. The purpose of the study is to analyze the cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach.

2. Literature Review

The issue of cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach was considered by several domestic researchers. The essence of the managerial decision was considered by such scientists. M. Kravchenko and V. Holiuk emphasize the effectiveness of mathematical programming and the use of the decision tree in solving important issues in management [7]. A. The child indicates the application of an approach where there will be a minimization of losses if the decision is made under conditions of uncertainty [2]. V. Ovdiuk believes that decision-making should be based on available resources, own desires, results, goals, and the human factor [11]. L. Nalyvaiko believes that it is possible to make a managerial decision only if enough alternatives are considered [10]. The issue of the influence of cognitive aspects on managerial decision-making was studied by the following researchers. N. Mraka emphasizes the cognitive aspects of managerial decision-making, where the main factors influencing the choice are the feeling of stress, motivation, social factors, and emotional and psychological state [9]. S. Maksymenko et al. believe that cognitive processes during decision-making are reduced, since there is attribution of cognition [8]. G. Gura defines the cognitive aspects of decision-making as rationality, inclination to analysis, willingness to risk, and prediction of consequences [3]. N. Hordynia notes that when deciding the "offline" mode, the cognitive aspects improve, and when deciding the "online" mode, they deteriorate [4]. The critical approach to decision-making in philosophical thought was investigated by the following scientists. V. Sabadukha emphasizes the use of a critical approach in managerial decision-making [12]. V. Chernysh is convinced that the philosophical aspect of decision-making is the presence of a goal, the presence of alternatives, and the presence of a large number of variables [1]. V. Shkolnikova and T. Shkolnikova believe that the philosophical aspect of managerial decision-making is a critical approach in the context of social norms, responsibility, and one's own fears [13]. N. Kozachenko believes that decision-making is based on competition, which is presented as the result of critical thinking [6]. N. Ivanchenko and S. Khrypovych believe that a modern manager should substantiate a critical opinion through the development of their own skills, such as digital skills and self-control [5]. Therefore, the theoretical work is complete and allows for research.

3. Problem Statement

The article is devoted to the analysis of cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach. The objectives of the study are:

- to consider the features of decision-making in management;
- analyze the cognitive aspects of decision-making;
- to explore a critical approach to decision-making;
- to develop recommendations for the use of a critical approach in managerial decision-making.

4. Methods and Materials

The article uses such methods of theoretical research as description, analysis and synthesis, comparison, generalization, system and structural methods. With the help of the method of description, the peculiarities of the interpretation of the concept of “managerial decision-making” were determined. The method of analysis and synthesis made it possible to establish the features of the manager’s decision-making process. The method of comparison was applied for the ratio of decision-making under conditions of uncertainty and under certain conditions. The generalization method was used to summarize. The system method was founded to map the relationships between cognitive processes. Structural was used to reflect the construction of the stages of decision-making.

The methods of philosophical analysis were such as dialectics, with the help of which the application of a critical approach during the development of the decision-making process was considered; metaphysics, which is used to explain a person’s choice as a prerequisite for decision-making; A formal-logical method used to explain the relationship between cognitive processes and the critical approach in the philosophy of decision-making.

5. Results and Discussion

Decision-making in management is interpreted as a volitional act of the manager, which is associated with the solution of topical problems. When making decisions, the manager must take into account the existing risks, the strategy of the organization, the dynamics of changes in the external environment, and marketing and financial aspects of decision-making. Increasing the efficiency of decision-making is possible through constant consideration of the company’s resources, in particular, it is the availability of a sufficient number of people to implement the planned, the material and technical support of the organization, and the ability to ensure the synergy of economic and administrative management methods. The manager must be able to identify the existing problem in time, search for information about possible aspects of its solution, determine the best options for implementing the solution, and track the results of decision-making.

The main conditions for the implementation of a managerial decision are a conscious choice, the availability of alternatives, the possibility of implementing a solution, and obtaining a result. At the same time, the manager is guided by the fact that the decision made in conditions of uncertainty can be wrong, to the same extent as in the case of certain circumstances, since there are always force majeure circumstances and a certain risk. In conditions of uncertainty, managers are mostly guided by an equal choice between alternatives, experience, and intuition. A common approach to managerial decision-making is the monitoring approach, which is designed to ensure that decision-making takes place only on the basis of a systematic and structured analysis of the monitored indicators in the field of activity and related aspects. This approach allows you to establish which transformations will have the greatest impact on the decision made.

The approach aimed at achieving a better competitive position is game theory. It is based on the confrontation of competitive forces that possess different amounts of resources, seeking to improve their place in a certain sector. The approach is based on the fact that there are clear rules, the observance of which allows you to achieve the desired result; there is interaction between the manager and his partners at all levels; the competitor may not be aware of the planned decision; the manager can only win, lose, or not gain a competitive advantage; all players act rationally and take into account the available resources; The risk is reasonable and necessary.

The “decision tree” approach is used by managers in cases where decision-making must be structured. To do this, the decision is divided into main and additional goals, where resources, methods,

approaches, principles, and expected results are described to achieve them. This approach is effective if the manager seeks to see the strategy and tactical means of achieving what he wants. At the same time, specialists of different levels are involved in the development of the decision tree, which makes it possible to make the decision effective and reasonable from an economic, technical, technological, financial, and material point of view.

Nowadays, an approach based on mathematical programming is actively used. Its essence is expressed by reducing the problematic question to a mathematical equation, where there are several variables that can affect the situation as a whole. The manager can set limits for the function, which allows you to determine the main parameters of the variables. This approach is used during production optimization, expansion of the assortment, construction of a production schedule, or delivery of products, since various unknown factors must be taken into account.

Modeling as an approach is used when it is necessary to predict the development of the situation during decision-making. Building a model allows you to make sure that the simulation of the process reflects the adoption of the optimal decision. The model should reproduce all possible factors of influence, parameters of various objects, and focus on certain circumstances. A model built in a computer system is often quite accurate.

The above aspects of managerial decision-making and basic approaches confirm that decision-making is a complex process that is structured depending on the desired goal. At the same time, decision-making is a factor in a stressful situation that has an impact on the functioning of cognitive aspects. The cognitive features of decision-making by managers are due to the fact that biases arise, intuitive approaches to decision-making develop, and the level of logical analysis decreases. During decision-making, cognitive functions are reduced, since the manager is in conditions of limited time, significant responsibility, and insufficient resources. Emotional stress affects the fact that the manager has a feeling that the fate of the entire organization will depend on his decision, and innocent people may suffer, so prejudices arise as factors influencing the blocking of rational perception of the situation. Prejudices are often erroneous, since the manager can only rely on experience or on a combination of circumstances, which does not allow him to make the right decision. A characteristic feature of bias is that everything seems to indicate a specific choice, even without detailed analysis. There is a hyperbolized feeling of confidence in the decision and attachment to a specific option.

Intuition is used when the manager can no longer rely on any indicators. This can be in conditions of uncertainty, the functioning of a large number of variables, limited access to resources, and the presence of acute threats. Without clear indicators, the manager can only rely on his feelings and the ability to predict the situation. In this case, the manager is mostly guided by the best option, where the risks will be minimal, and the benefits will be able to exceed the losses. At the same time, intuition is formed based on experience, so such predictions can be transformed by life circumstances.

A decrease in the level of logical analysis is associated with the emergence of protective mechanisms, according to which decision-making should take place quickly, without unnecessary thought, without delegation of authority. In this case, the manager cannot calculate the real consequences and risks, since there is not enough time and resources to find out the real opportunities. However, in certain cases, when the manager has significant experience and resources, there is not a decrease in the level of logical analysis, but rather an increase in it. However, the conditions for this are certainty and the ability to make adjustments to the decision already made.

Cognitive decline leads to fatigue and memory problems. The manager tries to determine the most optimal solution to the problem without taking into account the possible consequences, as he seeks to complete his business as soon as possible. At the same time, he can forget about important details, not check them, and pay attention to other aspects. Decision-making can take place impulsively and without adaptation to external conditions. Information under such conditions begins to be processed slowly and with certain errors.

Provided that decision-making takes place under certain conditions, cognitive processes can increase. Aspects such as attention, thinking, and concentration on details can improve, and the level of critical thinking increases. In such cases, the manager becomes more open to cooperation and seeks to hear the opinion of subordinates. The motivation to make the most optimal decision increases, since there is an understanding that another solution will not be so effective. The motivational aspect is reinforced by the fact that the right decision can bring rewards or improvements in social status. Its manifestations are the assessment of one's own competence, where the leader determines his decisions as exactly correct and skeptical about them.

Cognitive processes are related to the following aspects of decision-making, which are presented in Table 1.

Table 1. Relationship of cognitive processes with aspects of decision-making

Aspect	Characteristic
Emotional	Excessive caution, risk avoidance, insecurity, making uninformed decisions, cognitive decline, intensifying actions, or apathy.
Psychological	Adaptation to stress, concentration, lack of prejudice, resilience, and orientation to experience.
Social	Increasing the level of communication, resistance to stress, delegation of responsibilities, and taking into account conflicts in the team.

Taking into account the influence of cognitive aspects on managerial decision-making, the critical approach is the most optimal at present. The essence of the critical approach, according to philosophical developments, is that critical thinking begins with the awareness of the problem situation, understanding the connections between different processes, establishing the causes and consequences of decisions, and determining patterns. The essence of this approach is that the manager, when making decisions, must process large amounts of information and treat dubious data with distrust, which will allow you to get effective results. The manager must understand how information is interpreted to him and whether his emotions or a certain situation are being manipulated. He must constantly rethink what he heard, systematically check the data, and psychologically and intellectually approach the solution of the problematic issue.

The principles of the critical approach are objectivity, independence of information search, logic, focus on arguments, and sufficient facts. The questions answered by this approach are such as "Who am I?", "Does my value system correspond to real indicators?", "What should be done?", "What indicators are reliable?", "What result should I get?". Here, it is important to correctly operate with sources of information, facts, and observation results. The philosophical aspects of managerial decision-making in the context of the critical approach are such methods as abstraction, synthesis, comparison, and structure. Focusing on moral commandments allows you to make decisions with the understanding that your choice will not harm others and will be right. The principles of the critical approach are scientific knowledge, taking into account experience, metaphysicality, symbolism, and paying attention to the creative potential of a person.

The critical approach is based on the principle of fallibilism, which is characterized by the fact that cognition is impossible without mistakes. The manager can make the wrong decision and this is normal, because everyone can make mistakes and not take into account possible changes in the external environment. Cognitive aspects are related to the fear of mistakes. A leader who is afraid of making mistakes will make new mistakes, since excessive thoroughness causes a feeling of a level of control that does not really exist. In this case, cognitive function may decrease because the fear of failure will be stronger than the real difficulties in the case of making the wrong decision.

Deciding conditions where everything is certain affects the formation of delusions. The manager is confident that he is in control of the situation, so there can be no mistakes. In this case, the mistake is taken as the truth, which affects the making of mistakes in the future. A manager can resort to self-deception, where he deceives himself by believing that his values are the best, his views are most in line with the principles of the organization, the person is able to quickly correct existing mistakes. Mental weakness can occur, where the person feels that he is no longer such a strong person, if the mistakes significantly affect the functioning of the entire company.

The principles of a critical approach in decision-making are the following aspects.

1. Objectivity of truth. Only reality is true and it cannot be aspects that are simply liked or disliked.
2. Fallacy of judgment. One solution to the problem is always wrong, so you need to look for the one where there are the fewest contradictions.
3. Dialectics. When making a decision, choices may coexist.
4. Fallibility. The manager may make a mistake, but its timely recognition allows you to correct the consequences of the wrong choice.
5. Any idea influences actions. Positive or negative initiatives always have consequences for the one who proposes them.

According to these principles, the manager, when making a decision, must object to himself to choose the right option; pay attention to logic and facts; systematically take into account the factors of influence; be prepared for the consequences and take into account both positive and negative

experiences; to work out the theoretical aspects of the problem; to rely on various facts, even dubious ones; be consistent and be able to argue decisions; be able to overcome prejudices and find a compromise with others; be able to withstand criticism. Reproducibility appears as an important basis of a critical approach, since obtaining a positive result from the implementation of solutions once is not an indicator of the consistency of good results.

A philosophical analysis of the critical approach to decision-making allows us to talk about the problem of the manager's choice between different options for solving the problem. In this case, the manager finds himself in a situation where one option is bad and the other is good. The manager may choose a bad option due to ignorance of something, the influence of the unconscious, interaction with society, and staff. A bad choice may be due to rational judgment, in which this option may be more optimal. If a manager seeks to get his own benefit, he can make a knowingly bad choice, but it will benefit him, while others will only be losses. The influence of many factors on the will of the manager indicates a real lack of freedom of choice. From birth, a person has social attitudes that are associated with their family, environment, and living conditions, which further affect their choice in the professional field.

A manager who makes his choice in order to achieve a personal goal will take a critical approach with the goal of getting the maximum of his own benefit. It is influenced by the subconscious, reflection, and desire. If a manager uses a critical approach to truly assess the situation, then he will try to get real benefits. He will have to compromise with his conscience, commit self-deception, and control his needs. For him, decision-making is a game where he sets rules that influence the choices of all other participants in the game. Decision-making in this case can only be based on one's own ideas about the current situation, where the factors of influence of the outside world are not fully taken into account. In this case, there is a choice without a choice, where the manager makes decisions based on his own clear attitudes.

The manager, whose main motive in decision-making is duty, makes a choice based on the moral law. He may suffer personal losses, but he will choose the option in which everyone else will suffer less. For such a manager, it is important to make a constructive choice based on a critical approach. He can make reasonable choices, taking into account minimal losses. For him, it is important to adapt to conditions where others may not withstand.

Philosophical thought states that the manager's decision-making in the aspect of the critical approach has a connection with material aspects. The manager has to choose between comfortable living conditions and providing the benefits of society, so it is often the material aspect that becomes outstanding. Choosing a solution involves considering different alternatives that can affect the subsequent well-being of the manager and their company. After choosing a solution, the manager proceeds to the process itself, where he must take into account all the risks, predict them, assess the possibilities of implementing the initiative, and choose a rational option for implementing the solution. The critical approach is implemented during decision-making by taking into account economic, socio-political, cultural, political, technical, and technological aspects.

Decision-making is the process that requires the choice of a logical option that will correspond to the goal. The presence of alternatives to choose has to do with the fact that when one option is better than another, a choice is made in its favor. However, if the options are equivalent, then it is difficult to make a choice, but you need to choose an alternative that is most likely to achieve what you want. To achieve maximum efficiency from decision-making, those aspects of the chosen option are embodied, where it is possible to simultaneously and consistently achieve the chosen goal. The manager can resort to building a hierarchy of goals, which will contribute to their implementation.

Decision-making takes place by taking into account two of the many variables. Basically, such values are economic and legal, since they are dynamically changing in the modern environment, and it is impossible to predict them in advance and make their own changes. Uncertainty affects the fact that the structure of the problem is not clear to a person and is in the plane of whether the manager likes such a decision or does not like it. Therefore, the main parameters for determining the correctness of the decision are such as the objectivity of the choice and the benefit of implementing the initiative. The consequence of this is that in many cases, the most effective decisions are those that seemed unlikely in terms of a positive outcome, and those that seemed effective do not meet expectations. It is difficult to calculate the consequences of each decision, so clear parameters of an effective or ineffective decision must be formed.

A critical approach to decision-making is complicated by human subjectivism. Its essence is expressed in the fact that a manager cannot be absolutely objective. His decision may be related to his

own fears and experiences, negative or positive experience of previous decisions, attitude towards the team and partners, and the situation in the company. Subjectivism is associated with the ability to make decisions at the intuitive level, where, based on a limited amount of information and creative thinking, a person makes the only correct decision in their opinion. At the same time, she often thinks critically and focuses on the little things that help to make the right choice, but she explains this by the thrill of the world.

The result of the decision is its implementation. The decision made by the manager corresponds to his abilities and potential. The critical approach allows you to determine how best to implement the solution, but here, the cognitive aspects that influence the anxiety about communicating the choice made are also important.

6. Conclusions

The article considers the issue of cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach. It is established that decision-making in management is a volitional act of the manager, which is associated with the solution of topical problems. The main conditions for the implementation of a managerial decision are conscious choice, the availability of alternatives, the possibility of implementing a solution, and obtaining a result. Mathematical programming, "decision tree", game theory. The requirements for decision-making are the availability of alternatives, experience, and intuition.

It is determined that decision-making is a factor in a stressful situation that has an impact on the functioning of cognitive aspects. Prejudices arise, intuitive approaches to decision-making develop, and the level of logical analysis decreases. Cognitive aspects are related to emotional, social, psychological, and motivational phenomena. Therefore, they must be combined with a critical approach.

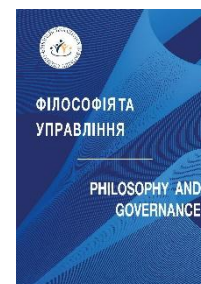
It has been established that the principles of the critical approach are objectivity, independence of information search, logic, orientation to arguments, and sufficient facts. The essence of the critical approach lies in the fact that critical thinking begins with the awareness of the problem situation, understanding the connections between different processes, establishing the causes and consequences of decisions, and identifying patterns. Philosophical thought interprets the manager's decision-making in the aspect of a critical approach as a connection with material aspects. Decision-making takes place by taking into account two of the many variables. The decision must be objective and logical, but it is complicated by the subjective essence of the person.

Recommendations for applying a critical approach in managerial decision-making are such as focusing on the decision that can bring the least losses with uncertain benefits; paying attention to cooperation with partners and colleagues; abstracting from the outside world when making a decision; taking into account negative experiences; focusing on facts and evidence; paying attention to details and real indicators. The study of the issue of philosophical analysis of the critical approach when making a choice in professional activity is promising.

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Cultural values and heritage of Ukraine in the context of Universal Development Patterns of Creative Industries: A Theoretical and Methodological Model

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ABSTRACT

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The article provides a theoretical understanding of the role of creative industries in preserving the cultural heritage of Ukraine and the transmission of cultural values in the context of the transformation of the global cultural space. Based on the analysis of international regulatory legal acts, the domestic legislative framework for the preservation and protection of cultural heritage, and modern humanitarian concepts, it is substantiated that cultural heritage appears not only as an object of preservation, but as a dynamic process of semantic interpretation, in which cultural values play a key role in giving significance to material and intangible manifestations of culture. The focus of the study is creative industries as a strategic tool for preserving, transmitting, and rethinking heritage in the context of globalization, digitalization, cultural hybridization, metamodernism, and the Russian-Ukrainian war. Particular attention is paid to the Ukrainian context, marked by a long-standing struggle for cultural subjectivity, which actualizes the need for new managerial, diplomatic, legislative, and creative mechanisms for integrating heritage into modern cultural and creative practices. The analysis is based on transcultural and culturological approaches, typology of industry functions and strategic modeling of their impact on cultural policy. Within the framework of the culturological approach, structural-functional, semiotic, comparative-analytical, and interpretative methods are applied, which allow us to consider cultural heritage as a phenomenon that combines material memory carriers and intangible meanings formed in the process of socio-cultural communication. The methodological distinction between the “objective” and “processual” aspects of heritage allows us to identify the mechanisms of its actualization in the creative industries, as well as to determine the role of cultural values as a semantic framework of heredity, identity, and humanitarian sustainability. The proposed theoretical and methodological model, which combines universal laws of the functioning of creative industries with local cultural landmarks, allows us to consider cultural heritage as a resource for humanitarian development, national identity, and creative industries, considering universal laws of cultural dynamics. The scientific novelty of the study lies in the conceptualization of the relationship between cultural heritage and cultural values in the ecosystem of creative industries, the integration of cultural heritage into the model of creative industries, through the prism of the actualization of the Ukrainian context in conditions of war and cultural hybridization.

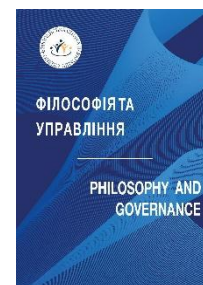
KEYWORDS

culturological approach, cultural heritage, creative industries ecosystem, cultural values, creative spaces, socio-cultural development, cultural policy.



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Культурні цінності та спадщина України в контексті універсальних закономірностей розвитку креативних індустрій: теоретико-методологічна модель

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СТАТТЯ	АНОТАЦІЯ
Дослідницька DOI: 10.70651/3041-248X/2025.10.12 Авторське право © 2025 автора  Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0). 	У статті здійснено теоретичне осмислення ролі креативних індустрій у збереженні культурної спадщини України та трансляції культурних цінностей в умовах трансформації глобального культурного простору. На основі аналізу міжнародних нормативно-правових актів (Конвенції ЮНЕСКО 1952, 1954, 1972, 2003, 2005 рр.), вітчизняної законодавчої бази збереження і охорони культурної спадщини та сучасних гуманітарних концептів обґрунтовано, що культурна спадщина постає не лише як об'єкт збереження, а як динамічний процес смислової інтерпретації, в якому культурні цінності відіграють ключову роль у наданні значущості матеріальним і нематеріальним проявам культури. У фокусі дослідження – креативні індустрії як стратегічний інструмент збереження, трансляції та переосмислення спадщини в умовах глобалізації, цифровізації, культурної гібридизації, метамодернізму та російсько-української війни. Особлива увага приділена українському контексту, позначеному тривалою боротьбою за культурну суб'єктність, що актуалізує потребу в нових управлінських, дипломатичних, законодавчих і креативних механізмах інтеграції спадщини в сучасні культурно-креативні практики. Аналіз базується на транскультурному і культурологічному підходах, типологізації функцій індустрії та стратегічному моделюванні їхнього впливу на культурну політику. У межах культурологічного підходу застосовано структурно-функціональний, семіотичний, порівняльно-аналітичний та інтерпретативний методи, що дозволяють розглядати культурну спадщину як феномен, в якому поєднуються матеріальні носії пам'яті та нематеріальні смисли, що формуються в процесі соціокультурної комунікації. Методологічна розмежування «об'єктного» та «процесуального» аспектів спадщини дозволяє виявити механізми її актуалізації в креативних індустріях, а також визначити роль культурних цінностей як смислового каркасу спадковості, ідентичності та гуманітарної стійкості. Запропонована теоретико-методологічну модель, що поєднує універсальні закономірності функціонування креативних індустрій з локальними культурними орієнтирами, дозволяє розглядати культурну спадщину як ресурс гуманітарного розвитку, національної ідентичності та креативних індустрій, з урахуванням універсальних закономірностей культурної динаміки. Наукова новизна дослідження полягає у концептуалізації взаємозв'язку культурної спадщини та культурних цінностей в екосистемі креативних індустрій, інтеграції культурної спадщини в модель креативних індустрій, крізь призму актуалізації українського контексту в умовах війни та культурної гібридизації.

КЛЮЧОВІ СЛОВА

культурологічний підхід, культурна спадщина, екосистема креативних індустрій, культурні цінності, креативні простори, соціокультурний розвиток, культурна політика.

1. Introduction

In the current context of globalization transformations, digitalization, and cultural hybridization, creative industries are increasingly considered a strategic tool for preserving, broadcasting, and rethinking cultural heritage. Simultaneously, significant changes are occurring in the global cultural and creative space, and the path of integration of Ukraine's cultural heritage into the world cultural space is inevitable. Nevertheless, preserving its originality, authenticity and uniqueness remains relevant. The importance of these principles encourages further systematic research, preservation, reproduction and popularization of the most diverse forms and manifestations of Intangible Cultural Heritage, which, according to the UNESCO Convention [46], is manifested in: oral traditions and expressions, including language; performing arts; customs, rituals and celebrations. Consequently, under the conditions of the russian-Ukrainian war, the issue of preserving national identity acquires particular significance.

The problem of preserving Ukraine's national identity has become especially critical, emerging in the context of the russian-Ukrainian war as a humanitarian challenge and, simultaneously, as a factor in the consolidation of society. The terrorist actions of the russian federation, aimed at the destruction of Ukrainian culture, history, infrastructure, and statehood, are accompanied by violations of international humanitarian law and fundamental human values. In response to these destructive actions, Ukrainian society demonstrates a process of rethinking cultural values. Thus, instead of forced destruction, the enemy has united Ukrainians. There is a reappraisal of cultural values, the formation of a positive emotional perception of Ukraine, and a growing understanding of unity, freedom, Ukrainian culture and history [24]. The Ukrainian context, marked by a centuries-long struggle for cultural subjectivity, requires the development of new mechanisms – administrative, diplomatic, legislative, and creative – capable of integrating cultural heritage into modern cultural practices. In this regard, a scientific problem arises: how to form an effective model of interaction among cultural heritage, cultural values, and creative industries, that will ensure the preservation and development of Ukrainian identity in the face of global challenges.

2. Literature Review

Within the framework of scientific discourse, the definition of “cultural heritage” is clearly defined in Article 1 of the Convention concerning the Protection of the World Cultural and Natural Heritage, adopted in Paris in 1972 by the United Nations General Conference on Educational, Scientific and Cultural. According to this Convention, cultural heritage is characterized by three categories: monuments (works of architecture, monumental sculpture and painting, elements and structures of an archaeological nature, inscriptions, cave dwellings, and groups of elements that are of outstanding universal value from the point of view of history, art or science); ensembles (groups of isolated or connected buildings, whose architecture, homogeneity, or in the landscape are of outstanding universal value from the point of view of history, art or science); sites (works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetics, ethnological, or anthropological points of view) [51]. In the national context, a significant contribution to the systematization and preservation of the cultural heritage of Ukraine is the encyclopedic project “Compendium of Monuments of History and Culture of Ukraine”, which comprises 28 volumes. It sets out the scientific and methodological principles for the identification, typology, conservation, and public use of immovable monuments of archaeology, architecture, urban planning, monumental art, science, and technology, thus forming the substantive basis for the study of creative industries [12]. Within the framework of this approach, cultural values are understood as “objects of material and spiritual culture that have artistic, historical, ethnographic, and scientific significance and are subject to preservation, reproduction, and protection in accordance with the legislation of Ukraine” [31]. These are the fundamental worldview principles for the life of any human community and their historical, institutional forms and volumes: from great cultures of antiquity and modernity, from countries or regions that are the carriers of these cultures, to the centers, ethnic, social, regional groups, and environments isolated in them [6]. We agree with K. Polyvach (2017) that the cultural heritage of the regions of Ukraine is so unique and diverse that it cannot be subjected to ordinary comparison, and since it should be studied and observed as a unique phenomenon and invaluable asset of our people, the development of methodological approaches to its assessment is of great practical importance [27, p. 63–65]. In the scientific works of D. Kocheruk (2023) the traditional

form of preservation and restoration of song heritage through the prism of the activities of vocal and instrumental ensembles is emphasized, the characteristic signs of the emergence of the “big-big” style are identified [11]. In turn, Yu. Trach (2020) reveals the Ukrainian experience of VR-reconstruction of historical and cultural heritage objects [35]. A generalized vision of research into the cultural and artistic heritage of Ukraine in new socio-political circumstances is offered by researchers V. Vytkaiov and S. Vytkaiov (2019). The authors summarize that in the scientific discourse, the cultural and artistic heritage of Ukraine is hidden as a key resource for understanding national identity, overcoming the spiritual crisis and restoring historical truth [53]. Particular attention is paid to regional practices that represent the wealth of local initiatives, the preservation of artifacts and the formation of new types of artistic activity. Important for the research are the works of M. Rogozh (2022), which emphasizes the need to ensure the preservation of the cultural heritage of Ukraine in conditions of war and reveals the practices of international interaction [32]. The generalization of scientific positions allows us to assert that the cultural heritage of Ukraine is not only an object of protection, but also an active factor in the formation of national identity, a strategic resource of creative industries and an instrument of cultural resistance in the face of modern challenges.

3. Problem Statement

The purpose of the study is the theoretical and methodological substantiation of the cultural reflection for the formation of a theoretical and methodological model of the interaction between cultural heritage and cultural values within the framework of the development of creative industries in Ukraine, considering globalization challenges, digital transformation, European integration processes, and the necessity to preserve national identity. To implement the goal, relevant tasks were identified, in particular: to analyze regulatory, conceptual and culturological approaches to determining the essence of cultural heritage and its role in modern humanitarian discourse; to determine the potential of creative industries as a tool for preserving, broadcasting and rethinking cultural heritage in conditions of war, digitalization and cultural hybridization; to substantiate the strategic significance of cultural heritage for the formation of modern Ukrainian identity and humanitarian resilience.

4. Methods and Materials

The methodological basis of the study is transcultural and cultural approaches, typology of the functions of creative industries, and strategic modeling of their impact on cultural policy. Within the framework of the cultural approach, structural-functional, semiotic, comparative-analytical, and interpretative methods were applied. These methods allow us to consider cultural heritage as a phenomenon that combines material memory carriers of memory and intangible meanings formed in the process of socio-cultural communication. The methodological distinction between the “object” and “process” aspects of heritage allows us to identify the mechanisms of its actualization in the creative industries, as well as to determine the role of cultural values as a semantic framework of heredity, identity, and humanitarian sustainability. The scientific novelty lies in the culturological reflection in the conceptualization of the relationship between cultural heritage and cultural values in the ecosystem of creative industries, the integration of cultural heritage into the creative industries model through the prism of actualizing the Ukrainian context in conditions of war and cultural hybridization.

5. Results and Discussion

In the current conditions of a full-scale war against Ukraine, there is a systematic destruction of what represents national identity: human potential, cultural values and cultural heritage in general, historical memory, infrastructure, and statehood. The actions of the aggressor country, which are qualified as a crime against humanity, are accompanied by a violation of fundamental humanitarian principles and norms of international law. However, in response to these destructive challenges, Ukrainian society demonstrates consolidation, accompanied by a profound rethinking of cultural values. This process includes the formation of a positive emotional image of Ukraine, the actualization of historical memory, the strengthening of the sense of national unity and freedom, as well as the reorientation of cultural policy towards the preservation and development of heritage as a strategic resource. In the context of creative industries, this opens new opportunities for the institutionalization

of cultural identity, the transformation of traumatic experiences into artistic practices, and the formation of new models of cultural presentation that align with universal patterns of global cultural development.

Retrospective analysis of the cultural heritage of Ukraine covers a wide range of tangible and intangible objects, including architectural monuments, traditional crafts, oral folk art, musical and literary practices, as well as other forms of artistic expression that form the basis for the development of creative industries within the framework of universal laws of cultural dynamics [26]. In the context of the study, the definitions of “cultural heritage” and “cultural values” acquire special importance as key categories of humanitarian knowledge that determine the substantive and functional parameters of national identity, historical memory, and the strategy for the development of creative industries. Their relationship is not only a terminological, but also a conceptual issue that requires deep methodological understanding. Within the framework of scientific analysis, it is important to consider heritage not as a statistical set of artifacts, but as a dynamic system of meanings that are formed, transmitted, and reinterpreted through the prism of value orientations. According to Article 1 of the Law of Ukraine “On the Protection of Cultural Heritage”, the concept of “cultural heritage” is defined as a set of cultural heritage objects inherited by humanity from previous generations [29]. In accordance with the provisions of the Hague Convention (1954) for the Protection of Cultural Property in the Event of Armed Conflict, the category of “cultural property” includes both movable and immovable objects: monuments of art, history, architecture, archaeological objects, manuscripts, works of art, scientific and book collections, archival materials, as well as religious objects of historical, archaeological or artistic significance. In addition, this category includes institutions intended for the storage or export of such objects (museums, libraries, archives, specialized repositories), as well as “centers for the concentration of cultural property” [43; 44]. In turn, the UNESCO Convention (Article 1, 1972) for the Protection of the World Cultural and Natural Heritage offers a more structured classification of “cultural heritage”, dividing it into monuments (works of painting, monumental architecture and sculpture, elements and structures of an archaeological nature, inscriptions, caves), ensembles (groups of isolated or combined buildings, the connection of which with the landscape has value from the point of view of history, science or art) and places of interest (creations of people or joint creations of man and nature, as well as zones and archaeological sites of interest in view of their historical, aesthetic, ethnological or anthropological value) [45]. A further expansion of the categorical field is found in the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (2003). In the document, the term “intangible cultural heritage” means those customs, forms of display and expression, knowledge and skills, as well as related tools, objects, artifacts and cultural spaces that are identified by communities, groups and in some cases individuals as part of their cultural heritage. At the same time, the provision of Article 54 of the Constitution of Ukraine obliges us to perceive cultural heritage through the prism of cultural values [51, p. 54]. Accordingly, society, norms and values are in an equilateral triangle, forming a reasonable partnership that supports cultural heritage [21, p. 18]. At the same time, it is cultural values that determine which objects, practices or phenomena acquire the status of heritage, and therefore become the subject of preservation, institutionalization and representation. This approach allows us to integrate heritage into modern cultural processes, in particular within the framework of creative industries, the experience economy, digital transformation and cultural diplomacy. To confirm this opinion, we consider it appropriate to refer to the study of modern Ukrainian legislation, which summarizes the understanding of cultural heritage as a set of cultural values that contain the spiritual culture of humanity, including art, science, education, and the organization of cultural activity with all its creative achievements (works), institutions, and organizations [33, p. 118].

According to the data indicated on the official website of the Verkhovna Rada of Ukraine, the provision and implementation of state policy in the field of cultural heritage protection, museum affairs, export, import and return of cultural values, restoration and provision of national memory is carried out based on the regulatory and legal framework, as presented in Table 1. The analysis of the regulatory framework allows us to assert that the context of Ukrainian cultural reality, heritage acquires special significance as a carrier of the national code, in which the value orientations, historical memory and worldview principles of the Ukrainian people are encoded [17]. After all, cultural heritage is considered an integral component of the global civilizational heritage, representing the diversity of cultural forms, historical narratives and symbolic systems [42]. Cultural heritage functions as a living tradition that ensures the continuity of cultural development, forms the collective identity of communities and territories, and serves as the basis for the consolidation of socio-cultural experience.

Table 1. Regulatory and legal framework of cultural heritage in Ukraine

Document Title	Legislative Reference	Conceptual Framework
The Constitution of Ukraine	Bulletin of the Verkhovna Rada of Ukraine (VVR), 1996, No. 30, Item 141; Article 54	Article 54 Cultural heritage is protected by law. The state ensures the preservation of historical monuments and other objects of cultural value, takes measures to return to Ukraine the cultural values of the people that are outside its borders. https://zakon.rada.gov.ua/laws/show/254%D0%BA/96-%D0%B2%D1%80#Text
International Agreements		
Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property	Dated May 9, 1972, No. 11806, UN	The document defines cultural heritage as a fundamental element of civilizational development, which must be preserved in the context of its origin, history and traditional environment. The Convention obliges the participating states to create national heritage protection services, to introduce ethical standards for museums, archives and antiquarian institutions, and to ensure international cooperation for the return of illegally exported objects. Particular attention is paid to the formation of legal, administrative and educational mechanisms that should contribute to the prevention of cultural losses and the restoration of historical justice. https://www.unesco.org/en/legal-affairs/convention-means-prohibiting-and-preventing-illicit-import-export-and-transfer-ownership-cultural
Laws of Ukraine		
The Customs Code of Ukraine	Bulletin of the Verkhovna Rada of Ukraine (VVR), 2012, No. 44-45, Item 552; Article 374	It plays an important role in maintaining control over the movement of cultural values across the state border. In particular, Article 374 of the Code stipulates that cultural values are subject to customs clearance in accordance with a special procedure, which involves the involvement of experts from state institutions and cultural institutions in conducting an examination of objects that have signs of cultural significance. https://zakon.rada.gov.ua/laws/show/4495-17#Text
On the Export, Import, and Return of Cultural Property	Dated September 21, 1999, No. 1068-XIV	The document establishes criteria for identifying cultural values, procedures for their state examination, as well as mechanisms for controlling the export, temporary export, import and return of such objects. It creates a regulatory framework for the legitimate use of cultural values in exhibition, educational, digital and artistic activities, contributing to the preservation of authenticity and the formation of new formats of cultural representation. https://zakon.rada.gov.ua/laws/show/1068-14#Text
On Museums and Museum Affairs	Dated June 29, 1995, No. 249/95-VR, Article 22	Defines the legal, organizational and scientific-methodological principles of the functioning of museum institutions as key agents of preservation, research and popularization of cultural heritage. The law regulates the processes of museification, conservation, restoration, accounting and exhibition of cultural artifacts, and also defines the mechanisms of state support, international cooperation and legal protection of museum collections. https://zakon.rada.gov.ua/laws/show/249/95-%D0%B2%D1%80#Text
On the National Archival Fund and Archival Institutions	Dated December 24, 1993, No. 3814-XII, Article 41	The law regulates the procedures for examining the value of documents, their inclusion in the fund, access restrictions, as well as the rights of users and the obligations of archival institutions; it defines the legal principles for the formation, accounting, storage and use of documents that constitute cultural value and are part of the national heritage.

		https://zakon.rada.gov.ua/laws/show/3814-12#Text
On Administrative Services	Dated September 6, 2012, No. 5203-VI	In the context of cultural policy and the development of creative industries, the law provides a regulatory framework for access by citizens, institutions and creative entities to procedures related to registration, examination, issuance of permits for the export, temporary use or restoration of cultural values. https://zakon.rada.gov.ua/laws/show/5203-17#top
On Administrative Procedures	Dated February 17, 2022, No. 2073-IX	Ensures transparency, legal certainty and procedural fairness in the exercise of cultural rights, issuance of permits, approvals, registration and other actions related to objects of cultural value. https://zakon.rada.gov.ua/laws/show/2073-20#Text
Resolutions of the Cabinet of Ministers of Ukraine		
On Approval of the Procedure for State Examination of Cultural Property	Dated August 26, 2003, No. 1343	Ensures the legitimacy of the circulation of cultural artifacts, promotes their institutional integration into museum, exhibition, educational and digital activities, and creates conditions for preserving authenticity in the processes of cultural production. https://zakon.rada.gov.ua/laws/show/1343-2003-%D0%BF#Text
On Approval of the Procedure for Issuing Certificates for the Right to Export (Temporary Export) of Cultural Property or Refusal to Issue It, Re-issuance, and Annulment	Dated November 25, 2015, No. 963	Contributes to the preservation of the authenticity of cultural values, the formation of responsible institutional practices, and the integration of Ukrainian heritage into the global cultural circulation. https://zakon.rada.gov.ua/laws/show/963-2015-%D0%BF#Text
On Approval of the Sample Certificate for the Right to Export (Temporary Export) of Cultural Property from the Territory of Ukraine	Dated June 20, 2000, No. 984	It serves as a legal instrument that ensures the legitimacy of cross-border circulation of cultural artifacts; the presence of a unified form contributes to the transparency of administrative procedures, the protection of national cultural heritage and the integration of Ukrainian heritage into international cultural circulation. https://zakon.rada.gov.ua/laws/show/984-2000-%D0%BF#Text

Source: Systematized by the author based on [20; 50].

The most promising system for using heritage is a new technology that involves the transition from the restoration of point objects of material and spiritual culture, living and inanimate nature, to the reproduction of territorial and spatial complexes that combine unique historical, cultural and natural territories. In this context, the mission of the Ministry of Culture and Strategic Perspectives of Ukraine is quite relevant, namely: to increase the importance of culture and create conditions for its transformation into a key element of development and awareness of the Ukrainian society's own identity [17]. This provision emphasizes the need to integrate semiotic, anthropological and socio-cultural approaches to the analysis of heritage, in particular in the context of its transformation within the creative industries, where material objects acquire new meanings through artistic practices, digital technologies, emotional and communicative mechanisms and collective memory. As a result, heritage appears not only as an object of preservation, but as a dynamic process of cultural construction that forms the identity, value orientations and humanitarian stability of society.

Thus, as a result of the analytical development of the selected topic, "on the example of cultural heritage of regional significance, the understanding that the concept of cultural heritage is broad comes to the fore, it includes not only and not so much the list of UNESCO monuments. Heritage is what was created in the territory of residence of a certain people and influenced the formation of the identity of its representatives" [32, p. 63–64] Accordingly, the development of creative industries is precisely is activating interest in the cultural heritage of regions and Ukraine as a whole. A new image of cultural heritage is being built in the following approaches to understanding its essence: genetic, as significant

factors in the formation of national self-awareness, national self-identification, historical memory and historical culture of mankind; geographical, as a powerful resource for preserving the natural and cultural diversity of the surrounding world, individual regions, ethnic groups, population groups; ecological, as the basis for balancing the development of society and the biosphere [31, p. 73]. Based on a comprehensive analysis, we emphasize that cultural heritage is a fundamental component of national identity, which at the same time performs the function of a strategic resource for the sustainable cultural development of the state. In the context of modern transformation processes, it acquires the status of an institutional framework that ensures the preservation of linguistic and ethnic traditions, local cultural practices and symbolic codes, representing the nation in the global system of political, diplomatic and cultural coordinates [37, p. 24]. Accordingly, within the strategic principles of state cultural policy, the protection of cultural heritage and values is defined as a priority direction, which involves not only their preservation and reproduction, but also the support of cultural diversity [28, p. 4] as a factor of social cohesion and creative potential of society. The most important regularity of cultural development is continuity, in which the unity of opposites is realized – tradition and creativity, which is realized in the cultural heritage of the Ukrainian people [10]. Culture, creativity and art are now changing formats, but do not lose their values.

Analysis of the archive of the chronology of events, projects and initiatives implemented in Ukraine since February 24, 2022, makes it possible to assert the intensification of multi-vector processes aimed at the actualization of cultural heritage – both tangible and intangible. In the context of the Russian-Ukrainian war, these practices acquire particular significance, as they combine the functions of cultural resistance, identification consolidation and strategic development of creative sectors. The identified trends indicate the formation of new approaches to heritage protection, its representation in the digital environment, participatory involvement of communities, as well as the integration of cultural values in humanitarian policy. These directions correlate with universal patterns of development of creative industries, in particular in aspects of inclusiveness, innovation, intersectoral interaction and cultural sustainability. Accordingly, as stated on the official website of the Ukrainian Center for Cultural Studies [54], analysis of the time table of events of projects and various initiatives, it is appropriate to highlight important trends and directions. In particular, the formation of new intra-industry networking; the emergence of new associations, the formation of interaction platforms that can respond instantly to challenges; changes in emphasis in research on the heritage of Ukraine; increased activity on the part of international institutions as opposed to domestic stakeholders; increased training of employees and volunteers, which includes holding seminars, conferences, round tables; dissemination of information – promotion of heritage abroad, which includes holding events, competitions and promotional tours with visits to destroyed objects; as a result – financial support for initiatives at all levels by providing scholarships, grants, materials, equipment from donors at all levels [54]. An important initiative of the Ukrainian State Institute of Cultural Heritage (hereinafter – UDIKS), which is a cultural and educational center of the Ministry of Culture and Strategic Communications of Ukraine, is the creation of a chatbot to identify objects that have suffered as a result of the aggression of the Russian occupation troops. The bot is safe, anonymous and fast to use, and also allows you to collect information from all over Ukraine. To clearly demonstrate the consequences of Russia's war crimes, the Ukrainian Cultural Foundation launched the "Map of Cultural Losses" initiative [15]. Cartographic representation of facts and threats to cultural heritage can be a convincing analytical tool in the process of international negotiations, in particular in arguing in favor of excluding the Russian Federation from international cultural organizations and professional associations, programs. All of the above should be generated in the appropriate table of the analytical framework.

The initiatives of ICOM (International Council of Museums) together with the ICSC (Ministry of Culture and Strategic Communications of Ukraine) to form the "Emergency Red List of Cultural Objects at Risk – Ukraine" [9] remain relevant. The main goal of which is to promote the protection of cultural heritage by identifying the types of objects that are most at risk. The list presents the categories of cultural values of Ukraine that are under threat of theft, looting, illegal export and belong to seven categories. In particular, documents, manuscripts, books, fine arts, applied arts, and archaeological objects. The presented typological multiplicity of objects testifies to the depth, chronological duration and stylistic diversity of the cultural heritage of Ukraine, covering periods from the Scythian civilization to the artistic practices of the avant-garde of the 20th century.

In the context of Ukraine's acquisition of candidate status for accession to the European Union, rethinking the strategic potential of cultural heritage as a resource for sustainable development, in

particular in the creative industries, is of particular relevance. European experience demonstrates that cultural heritage can be effectively integrated into creative sectors through a number of key vectors that have multifunctional significance. In particular, as a vector that contributes to the development of local crafts, the creation of new jobs; as a vector for updating cultural and architectural heritage; as a vector for providing financial resources for the needs of the protection and restoration of cultural heritage sites; as a vector for the formation of interethnic culture and tolerance; as a vector for the development of cultural awareness, knowledge and broadening of horizons [7]. The above vectors, outlined in the analytical materials of the Horizon 2025 project, can be adapted to the Ukrainian context as the basis for the formation of a cultural heritage strategy in the European cultural space and the development of creative industries.

It is important to emphasize that at the level of the European Union (hereinafter referred to as the EU) a consistent cultural policy is being implemented aimed at the preservation, protection and promotion of cultural heritage as a key resource for sustainable development. In particular, the EU Council approved the Work Plan for Culture 2023–2026, which defines the priorities of cultural policy, including: recognition of the role of culture in shaping the societies of the future; establishing relationships between the concepts of culture, sustainable development and the artificial environment; understanding culture as a key element of the concept and opportunities for sustainable development; the feasibility of including culture, art and creativity in the new strategy of the European Commission for the implementation of sustainable development by 2030; understanding the relationships between culture and social systems [4, p. 5–7]. At the same time, a significant emphasis is placed on the EU as an international expert in the protection and promotion of cultural heritage, whose experience it is appropriate to adopt. After all, today the preservation of cultural values in modern conditions appears not only as a humanitarian need, but as a strategic necessity. Thus, cultural heritage is the basis of culture in general and a powerful driver of socio-economic development in particular. Since it is an invaluable resource for creative industries, it is a tourist magnet for countries, a cultural dimension of sustainable development. Interestingly, the definition of the concept of “cultural heritage preservation” in foreign countries is translated differently. In particular, in the EU as financial support, coordination of joint projects and exchange of knowledge, restoration, development and improvement of technological research; UNESCO – protection of the most valuable objects of cultural and natural significance; Great Britain – a matter of national importance; China – proper use and protection of certain types of cultural heritage; USA – includes identification, assessment, recording, documentation, supervision, acquisition, protection, management, restoration, stabilization, maintenance, research, interpretation, preservation, education and training in all these activities [4, p. 190–192; 17; 19]. In this context, the influence of cultural values, traditions and identities on the development of creative industries is of particular importance. Global trends indicate the growing role of the creative sector as a driving force of cultural progress, contributing to the formation of cultural diversity, supporting human development and ensuring synergy between culture, personality, society, innovative ideas and digital technologies. Such an approach opens up new opportunities for the integration of cultural heritage into modern cultural and social processes, in particular in the context of the transformation period that Ukraine is experiencing.

At the same time, it should be emphasized that since the beginning of the full-scale war, UNESCO has been providing advisory and technical support (arranging monuments and museums in a way that will ensure the protection of values from shelling; proper marking of cultural values; providing them with enhanced protection; transporting cultural values, etc.) [48], as well as in the process of marking Ukrainian cultural values with the blue shield emblem (an international organization that protects cultural heritage from the consequences of military conflicts and natural disasters. Cultural heritage sites are marked in the countries that are parties to the Hague Convention) [44]. This contributes to increasing their level of protection, in particular in conditions of systematic shelling, bombing and other forms of military influence. It should be noted that the absence of appropriate marking does not cancel the effect of the norms of international humanitarian law on the protection of cultural values. All objects that have the status of cultural heritage are subject to protection regardless of the presence of a visual designation, which is confirmed by the established principles of international law and the practice of its application.

An important and effective tool for supporting Ukrainian cultural heritage is UNESCO's funding for the development of digitalization tools in the field of cultural heritage in Ukraine. Also, Ukraine's cooperation with countries and organizations to strengthen interaction in the field of digital cultural

heritage, develop and implement technical solutions for the promotion of cultural heritage in the digital plane. In particular, UNESCO, the European Commission, ICOMOS (International Council on Monuments and Sites), ICCROM (International Center for the Study of the Preservation and Restoration of Cultural Property), ALIPH Foundation, the Netherlands, France, Spain, Lithuania, Latvia, the Republic of Korea, the USA, the United Kingdom, the Republic of Japan, etc. Among the main needs of Ukraine for the preservation of cultural heritage, we can single out the following [20; 21]: operational support, which involves the provision of consumables and resources for urgent repair and conservation measures aimed at minimizing the risks of destruction of heritage sites in emergency situations; comprehensive restoration, which includes the restoration and reconstruction of damaged architectural structures, museum collections, artifacts and other elements of tangible heritage that have suffered losses as a result of military actions or natural factors; involvement of highly qualified specialists, which requires the participation of experts in the restoration, conservation and protection of cultural values, who have deep knowledge, methodological competence and practical experience in the field of heritage preservation; digital transformation, which includes the implementation of 3D scanning technologies, the creation of electronic registers, databases and digital archives that ensure long-term documentation, accessibility and protection of cultural resources in the digital environment. After all, the protection of cultural heritage as a key marker of Ukrainian national identity is one of the priority tasks of modern cultural policy, which covers both tangible and intangible components of heritage that represent historical continuity, spiritual values and socio-cultural identity [18]. In this context, cultural heritage is considered a strategic resource capable of ensuring the sustainable development of society, strengthening cultural infrastructure, and forming innovative cultural and creative activities based on humanitarian principles.

One of the key challenges in the field of cultural heritage at the present stage is the conceptualization of its role and value potential in the context of the national and European space. In Ukraine and the countries of the European Union, there is a need for an in-depth theoretical understanding of heritage as a tool of identification, social cohesion and cultural transmission. At the same time, access to relevant information necessary for scientific research, educational initiatives or tourism practices remains limited and fragmented, which complicates the integration of heritage into modern formats of cultural production. In response to these challenges, EU regulatory documents offer innovative participatory models of cultural heritage interpretation, which involve the involvement of local communities, interdisciplinary expert groups and digital platforms in the processes of representation, preservation and updating of heritage resources. Such approaches contribute to the democratization of cultural policy, expanding access to heritage and the formation of new narratives relevant to modern socio-cultural conditions. In particular, cover such areas as [14, p. 22–23]: raising public awareness; a tourism approach to cultural heritage and the development of new cross-sectoral products; aesthetic and modern urban design and planning of public art with respect for cultural heritage, but not focusing exclusively on it; creation of new public art objects on streets, in green areas and squares; rethinking cultural heritage objects as creative spaces, where possible; reducing institutional procedures for heritage professionals; etc.

In the context of the study, we will highlight the work of Yu. Trach (2020), who analyzes several innovative VR and AR projects in the processes of representation, preservation and updating of heritage resources, in particular, “Kyshenkova krayina”, “Trakhtemyriv-Digital”, “Zamky 360: Zakarpattia”, a project on the three-dimensional construction of the Seredniansky Castle, “Pinzel.AR”, VR developments by Pixelated Realities and AERO 3D, “Avtentychna Ukrayina: nematerialna kulturna spadshchyna”, “Tustan_virtualna”, “Tsyfrovi muzeyni kolektsiyi Kyivskoyi fortetsi”. The author pays special attention to the platform *Ukrayinskyi natsionalnyi intelekt*”, which functions as a digital interface for access to digitized cultural heritage objects [35]. Based on the analysis of these initiatives, a conclusion is formulated on the need to develop a holistic strategy for forming a national digital heritage collection. Such a strategy should include systematic planning of digitization processes, regulation of legal aspects, compliance with international standards of digital preservation, as well as ensuring long-term access, preservation and management of created digital resources. This approach corresponds to current trends in cultural informatics and contributes to the integration of Ukrainian cultural heritage into the global digital cultural space, while enhancing its visibility, accessibility and significance in a transnational context.

In the context of the transformation of cultural policy and the development of creative industries in Ukraine, we will also focus on the RES-POL research project. We consider the project as a strategic

initiative aimed at strengthening the institutional capacity of the state in the field of culture, media and heritage. The project's mission is to update the profiles of key sectors, in particular art, cultural heritage, creative industries and media by involving the expert community, forming implementation roadmaps, as well as developing legislative proposals, relevant processes of Ukraine's European integration [38]. RES-POL's vision is to create an open, participatory and strategically oriented ecosystem of cultural management capable of responding to the challenges of modernity and ensuring sustainable socio-cultural development [38]. The main directions of the project cover four key sectors: cultural heritage, art and culture, creative industries and media. Within these areas, RES-POL focuses on ten critical cultural policy issues, including immovable, movable, and intangible heritage, as well as the institutional roles of the Ministry of Culture and Strategic Communications of Ukraine and partners. The project provides for intersectoral cooperation, analytical support, and the development of strategies and operational programs that will contribute to the integration of Ukrainian cultural policy into the European context. RES-POL also seeks to consolidate the voices of the expert community, providing a scientifically sound basis for reforming cultural governance and developing the country's creative potential.

When studying cultural approaches and the development of creative industries, special attention is paid to creative forms and mechanisms for the preservation, restoration, and promotion of cultural heritage, such as: digital reconstructions of historical sites, interactive museum platforms, VR/AR projects, audiovisual interpretations of intangible heritage, artistic residencies, local festivals, educational programs on cultural heritage, as well as innovative models of cultural tourism that combine traditional practices with modern technologies. In particular:

- applications, social networks, online platforms and communication platforms for promoting Ukrainian cultural heritage, flash mobs, online festivals, competitions, residencies, cultural and creative online events to convey the main message of the tragic events taking place with Ukrainian culture and Ukraine in general;
- a section on cultural heritage on the online platform Google Arts&Culture, where works of art and artifacts are presented;
- the RES-POL project (Rapid Expert Support for Culture and Media Policies in Ukraine);
- the "UKULTURA" platform, a project on Ukrainian culture from ancient times to the present day;
- a cultural heritage preservation platform that unites Ukrainian and international experts in cultural heritage preservation into a single effective community, which began its activities during the full-scale invasion with the launch of the "International Conference on the Protection of Cultural Heritage" together with the "Vseukrayinskoyu asotsiatsiyeyu okhorony kulturnoyi spadshchyny" [22];
- the "Lystivky z Ukrayiny" project about cultural heritage sites from different regions of Ukraine in Ukrainian and English, each of which will tell the story of a specific cultural monument that was damaged by Russian troops as a result of bombing and shelling (#PostcardsFromUkraine) [39];
- the "Zberezhit ukrayinsku kulturu" platform, a joint project of the ICSC and telecom operator Vodafone Ukraine, aimed at raising charitable funds for the restoration and preservation of cultural heritage in Ukraine that was damaged as a result of the Russian-Ukrainian war [16];
- "Viki lyubyt paiatky", a photo contest of cultural heritage sites held in over 40 countries around the world;
- the program "internatsionalizatsiyi ukrayinkoyi kulturnoyi spadshchyny", developed by the Ministry of Culture and Information Policy. The Program is based on the promotion of Ukrainian cultural heritage at the international level, attracting a new audience and supporting cultural exchange with international partners;
- the web archive of the international project "Vriatuvaty ukrayinsku kulturnu spadshchynu onlayn", digitization of documentation, publications, virtual tours of cultural institutions and storage of digitized data;
- the project "Korinnia", created by the team of the ICSC, the National Museum of Folk Architecture and Life of Ukraine with Marie Claire (creative partner), which introduces the diversity of Ukrainian traditions;
- the ethnographic project "Ukrainian People: Past, Present, Future" with the support of international funds and organizations, designed to implement ethnographic expeditions, create archives and exhibitions, which ensures the preservation and study of unique aspects of the cultural heritage of various ethnic groups in Ukraine;

- a virtual museum of the intangible cultural heritage of Ukraine, which implements the opportunity to raise awareness of the elements included in the National List of Elements of the NCC of Ukraine, to involve a wide range of players – carriers, coordinating institutions and interested organizations in the information and communication component of the digitalization of the NCC elements (official project page: <https://www.facebook.com/VirtualNKS>);
- the application “Ukrainian live classic”, an initiative to preserve and promote Ukrainian classical music as a digital repository of the musical heritage of Ukraine;
- the partnership program “CHOICE – Cultural Heritage: Opportunity for Improving Civic Engagement” within the framework of the Eastern Partnership program and with the support of the European Union. The main mission is to support the protection and rethinking of cultural heritage, strengthening the potential of public organizations in the field of culture;
- grant opportunities from the EU Program “Creative Europe”, in particular “Kreatyvna Yevropa: okhorona ukrayinskoyi kulturnoyi spadshchyny” for the preservation and restoration of cultural heritage; etc.

These initiatives are focused on the comprehensive preservation, restoration, and cultural representation of the historical and cultural heritage of Ukraine as a key factor in the formation of modern national identity and the establishment of the European civilizational vector of development.

Cultural heritage, as a universal communicative resource, provides the opportunity for transnational dialogue, as it can be understood by a wide range of audiences regardless of cultural, linguistic or ethnic barriers. Its symbolic, emotional and identification functions contribute to the formation of a common humanitarian space, which is especially relevant in the context of globalization, cultural hybridization and geopolitical instability. An important step in the national heritage preservation policy was the launch by the Ukrainian Cultural Foundation in 2022 of the grant programs “Kulturna spadshchyna” [20], the main goal of which is to promote the preservation, protection and popularization of cultural heritage, cultural values and national memory to strengthen modern Ukrainian identity, which indicates the desire for innovative rethinking of heritage within the creative industries. The program included three LOTs, namely: “Dydzhytalizatsiya”, “Krossektoralni proyekty zi zberezhennia kulturnoyi spadshchyny”, “Muzeina stolytsia Ukrayiny-2023” (it was not exhibited after 2023). In parallel, the Ministry of Culture and Strategic Communications of Ukraine, together with the Analytical Center “Instytut zakonodavchychk idey” with the support of the United Nations Educational, Scientific and Cultural Organization (UNESCO), initiated the development of a Roadmap for the systematization of national regulatory acts in the field of cultural heritage protection [19]. The document provides an algorithm for harmonizing Ukrainian legislation with international standards, in particular UNESCO norms, which is an important stage of Ukraine’s integration into the global cultural and legal space and the formation of an effective model of heritage management.

A special role will be given to the organization “Tsentr poriatunku ukrayinskoyi kulturnoyi spadshchyny” [36]. The main mission of its activities is to protect, preserve and promote the historical and cultural heritage of Ukraine as the foundation of national identity, spirituality and historical memory, which are under threat of destruction as a result of the war. The Center unites specialists and caring citizens for the purpose of providing operational assistance to museums, sacred buildings, architectural monuments and art collections, ensuring their protection, conservation and documentation under martial law. In response to the enemy’s attempt to erase the cultural code of the Ukrainian nation, the initiative affirms the heritage as an invincible proof of the depth, wisdom and civilizational continuity of the Ukrainian people. Among the main projects of the Center, we can single out the following: a cultural landscape project, digitization of museum collections, filming of video instructions, packaging materials for museums, etc.

The potential of cultural heritage as an asset capable of generating social capital, contributing to the formation of a positive image of the country and serving as a basis for sustainable development in times of crisis challenges. Accordingly, we will focus on the historical event – on November 22, 2023, Ukraine was first elected to the UNESCO World Heritage List during the 24th session of the General Assembly of the States Parties to the Convention Concerning the Protection of the World Cultural and Natural Heritage at UNESCO headquarters in Paris [47]. Ukraine’s integration into the UNESCO Spring Heritage Committee creates new institutional opportunities for the state’s active participation in the implementation of the provisions of the Convention. In particular, this gives the right to participate in the decision-making process on the distribution of the World Heritage Fund, as well as to participate in the identification of sites to be included in the World Heritage List and the List of World Heritage in

Danger [36; 47]. Within the framework of the study of cultural values and heritage of Ukraine in the context of universal patterns of development of creative industries, the above makes it possible to assert the implementation of the principle of multi-vector mobilization of resources. In particular, Ukraine, acting based on internal potential and local initiatives, simultaneously integrates mechanisms of international support in the financial, artistic, scientific and technical spheres. This approach corresponds to modern transnational practices of cultural heritage management, where the preservation, representation and innovative rethinking of cultural resources is carried out through intersectoral cooperation, the institutional mechanism for the development of creative industries and the effectiveness of cultural diplomacy.

During the Russian-Ukrainian war, creative industries demonstrate a high level of cultural resistance, which is manifested in the implementation of artistic projects capable of shaping a transnational representation of Ukraine as a subject of humanitarian resistance. Analysis of the media space makes it possible to assert that theatrical productions [20; 24; 25; 41], which function as tools of cultural diplomacy and symbolic communication, are significant in this process. "Vtorhnennia", "Ozbroyuyuchys proty moria lykh" (Teatr na Livomu berezi), "Kalynova sopilka", "Kalihula", "Konotopska vidma" (Natsionalnyi akademichnyi dramatychnyi teatr imeni Ivana Franka), "Zemlia", "Try kokhannia" (Natsionalnyi akademichnyi dramatychnyi teatr imeni Lesi Ukrayinky), "Sasha, vynesmy smittia" (Odeskyi akademichnyi ukrayinskyi muzychno-dramatychnyi teatr imeni Vasylia Vasylka), "YA norm" (Kharkivskyi derzhavnyi akademichnyi teatr lialok imeni V.A.Afanasyevoyi), "Zernoskhovyshche" (Rivnenskyi akademichnyi ukrayinskyi muzychno-dramatychnyi teatr), "5 pisen Polissia" (Natsionalnyi akademichnyi dramatychnyi teatr imeni Mariyi Zankovetskoyi), "The Ball" (Kyivskyi natsionalnyi akademichnyi teatr operety), "Vsuperech" (Dniprovskyi akademichnyi teatr dramy i komediyi), "Vona Viyna" (Kharkivskyi teatr "Publitsyst"), "Skalicheni i Sylni" (Zaporizkyi dytiachyi teatr "SViYA") and others – represent aesthetic forms of understanding traumatic experience, while constructing new narratives of Ukrainian cultural heritage, cultural values. Analyzing the activities of Ukrainian cinema [5; 17], we will emphasize the active integration into the international cultural discourse, presenting films that have received recognition at film festivals. We are talking about such as: distinguished at various film festivals with the films "Klondaykl" (director Maryna Er Horbach), "Yak tam Katia?" (director Kristina Tynkevych), "Budynok zi skalok" dokumentalnyi film, "Myrnyi-21" (director Akhtem Seitablayev), "Shchedryk" (director Olesia Morhunets-Isayenko), as well as the full-length animated film "Mavka", which combines elements of folklore with modern technologies of visual art; and others. We will focus on the documentary film "20 dniv u Mariupoli" (director Mstyslav Chernov), which won the Oscar in 2024 in the category "Naykrashchyi povnometrazhnyi dokumentalnyi film", won the Directors Guild of America Award in the category "Outstanding Directorial Achievements in Documentary", won the nominations "Best Film" and "Best Documentary" at the Eighth National Film Awards "Zolota Dzyha" and a significant number of other awards and nominations. From the first days of the war, the visual sectors of the creative industries – in particular, graphic design and illustration – intensified their activities. The project "365: khronolohiia kreatyvnoho sprotyvu hrafichnykh dyzayneriv" (KNUKiM/KUK), represents a student-teacher initiative that, in the format of a catalog-calendar, records the daily visual reaction to the events of the war, and the art platform "Bilia sertsia" forms an emotional and symbolic space of cultural resistance [13]. Creative spaces are emerging in the regions and Kyiv, becoming cultural centers for the reboot of cultural heritage. For example, the art space "Ukrayynski sensy" (Kyiv), a unique place for studying and popularizing cultural heritage, where works by masters from different regions of Ukraine are presented [2]. The space exhibits authentic Ukrainian works of art that cover various genres and styles – from folk crafts to modern artistic practices. It is also important that the art space offers visitors the opportunity to participate in master classes, exhibitions, lectures, and evenings, which provides an opportunity to immerse themselves in the atmosphere of Ukrainian culture and art.

The study of the music sector provides an opportunity to focus on the achievements of the Lviv National Opera and Odessa Opera, which received the title of Opera Company of the year 2022 at The International Opera Awards. This testifies to the high level of institutional representation of Ukrainian opera art at the global level. Despite the war trials and damage, the Kharkiv National Academic Opera and Ballet Theater named after M.V. Lysenko continues to create, implementing large-scale projects – from premieres to the creation of a virtual theater museum. Within the framework of modern transnational cultural practices, the performance of the Kalush Orchestra with the composition "Stefania" at the international contest "Eurovision-2022" represented the synthesis of ethnic heritage

and creative modernity, which stands as a vivid example of cultural and creative synergy. The musical number combined elements of rap, folklore intonations and authentic Ukrainian motifs, forming a unique artistic product capable of broadcasting national identity in the global media space. The visual component of the performance – in particular, the stage costumes – was the result of collaboration between stylists and ethnographers, which ensured the integration of elements of traditional clothing (ancient *serdak*, embroidered shirts and Bukovinian *keptar*) in the context of modern stage design [3]. This approach demonstrates the potential of creative industries in rethinking cultural heritage as a resource for aesthetic innovation, emotional communication and strategic cultural representation of Ukraine at the international level.

In general, representatives of all sectors of the creative industries – theater, cinema, music, design, digital art and others – implement cultural and creative initiatives that not only support the humanitarian front of resistance, but also form a strategic basis for post-war development. These initiatives contribute to the formation of the emotional image of Ukraine in the international space, actualize cultural heritage as a resource of national resilience and ensure a gradual approach to victory through humanism, the cultural code of the nation and resilience. We note that representatives of each sector implement cultural and creative initiatives, which are only increasing every day, holding the creative front of resistance, which we aim to reveal in more detail in future scientific research. After all, all creative initiatives provide an opportunity to effectively bring Ukrainians' Victory closer step by step, and also work on the prospects for the development of creative industry sectors in the post-war period. Since all cultural and creative initiatives contribute to the formation of the emotional perception of Ukraine by the international community during and after the Russian-Ukrainian war. At the same time, within the framework of the post-war reconstruction of the cultural landscape of Ukraine, the State Agency for Tourism Development initiated the development of conceptual projects of memory routes aimed at preserving material evidence of wartime destruction and hostilities. These routes should become a tool for historical commemoration, cultural reflection and tourist representation, in particular for domestic and international audiences. It is envisaged that the relevant elements will be integrated into architectural and planning documents of urban and rural areas, taking into account the principles of preserving objects as markers of historical memory [52]. It is proposed to leave individual infrastructure elements, for example, the city of Irpin, which has acquired symbolic significance in the global media space, in their authentic state as visual artifacts of wartime. In this context, digital platforms, in particular the 360war.in.ua initiative, play an important role in the formation of a virtual archive of the deoccupied territories. Panoramic 3D visualizations of the cities of the Kyiv region, such as the hero city of Bucha, the hero city of Irpin, the hero city of Gostomel, Borodianka, Makarov, Gorenka, allow for a visual and analytical understanding of the scale of destruction, transformation of the urban environment and the invincibility of the Ukrainian people [52]. Work is also underway to include materials of cultural values, cultural heritage in general, in particular, the city of Chernihiv, the northern cultural center of Ukraine. This approach corresponds to modern practices of digital heritage conservation, combining the memorial function with tools of cultural tourism and creative representation.

Also interesting in the context of the study is the preservation and promotion of sports culture, in particular football, a component of heritage, which appears as an important but insufficiently conceptualized resource for the formation of national identity and cultural continuity. Ukraine, having three owners of the “Zolotoho miacha” (A. Shevchenko, I. Bielanov, O. Blokhin), demonstrates a high level of football tradition, which allows us to consider it as part of the cultural capital of the nation. The holding of the final part of the 2012 European Championship in both Ukraine and Poland became a catalyst for the development of local forms of football culture, which were manifested in the growth of fan communities, tourist practices, urban rituals and symbolic identification of city residents with football clubs. In the period 2012–2014, there was an active formation of elements of intangible cultural heritage associated with football traditions: from family attendance at matches to the visual marking of urban space with club symbols, holding creative events, and the formation of creative space. Such processes had the potential for transgenerational transmission of cultural codes, which is a characteristic feature of sustainable creative ecosystems [40]. However, the beginning of the Russian Federation's military aggression in 2014 led to the destabilization of the infrastructure and a decrease in public interest in football, which negatively affected the processes of institutionalization of football culture as an element of national heritage. In this context, a comparative analysis with countries where football is integrated into the structure of cultural identity, in particular Italy and the United Kingdom,

is appropriate. For example, in Naples, Milan and London, football clubs function as cultural institutions that shape local communities, aesthetic practices, urban narratives and social rituals. They are carriers of philosophy, symbolism and emotional memory, which is transmitted through fan culture, street art, song tradition and urban environment. Thus, the Ukrainian experience requires a strategic rethinking of football as a cultural phenomenon that can integrate into the model of creative industries, contribute to the formation of local heritage, strengthen social cohesion and represent national identity in the global cultural space. Based on the analysis of the activities of football clubs, it is advisable to form a platform of key tools for integration into cultural heritage, namely: the formation of local identity through football clubs; visual marking of urban space (murals, fan zones, club symbols); ritualization of matches as elements of the urban calendar and cultural practice; cultural representation through art (graphics, painting, choreographic performances, fan songs, exhibitions, etc.); digital platforms and the media industry (development of mobile applications, VR/AR stadium tours, podcasts, etc.); production of fan paraphernalia, collaborations with designers, NKS carriers, brands to create unique products; development of souvenir products; educational and outreach initiatives; international cultural diplomacy to use football events as a tool to promote Ukraine's image abroad; creation of transnational projects that combine sports and culture; institutionalization of heritage, etc.

Table 2. Football culture as a tool for the development of creative industries and cultural heritage of Ukraine

Direction	Tool examples	Functional value	Implementation examples
Urban identity	Visual branding of urban space	Formation of local cultural identity through club symbols	Murals, fan zones, colorful decoration of cities on match days
Artistic Residency	Integrating football into artistic practices	Creation of cultural artifacts related to football heritage	Songs, street art, theater performances, exhibitions
Digital Transformation	VR/AR, digital archives, media platforms	Digitization of heritage, expanding access to cultural content	Virtual stadium tours, fan content, club applications
Creative Entrepreneurship	Production, fan paraphernalia, design	Stimulation of local economy through cultural products	Clothing, accessories, souvenir products, collaborations with brands
Educational Initiatives	Cultural and sports education	Formation of knowledge about football heritage as part of cultural education	Courses, fan schools, museum exhibitions, lectures
Cultural Diplomacy	International tournaments, transnational projects	Representation of Ukraine through football culture at the global level	Euro 2012, World Cup, participation of clubs in European cups, fan exchanges
Institutionalization of Heritage	Archiving, registers, legal recognition	Preservation and transmission of football culture as an intangible heritage	Documentation, histories of clubs, fan movements, stadiums

Source: Generated by the author.

Also important in the context is the appointment in May 2022 by the President of Ukraine of the first ambassador of the UNITED24 fundraising platform – football player and head of the UAF Andrii Shevchenko [49], who over the year of his activity attracted tens of millions of hryvnias in aid to Ukraine to restore Ukrainian culture and Ukraine in general. Thus, football culture is not only a sports phenomenon, but it is also a multi-vector tool for the development of creative industries, capable of generating cultural, social and economic value. The integration of football culture into national cultural policy will contribute to the rethinking of heritage as a living, dynamic system that forms the identity, cohesion and cultural sustainability of society. Accordingly, Ukraine's participation in international projects contributes to the actualization of cultural potential at the global level, allows us to present the authentic uniqueness of Ukrainian culture, mobilize financial and expert resources, and also form an understanding of the value of the national code both among the citizens of Ukraine and within the global community. This approach is consistent with the strategic principles of cultural diplomacy and the development of creative industries.

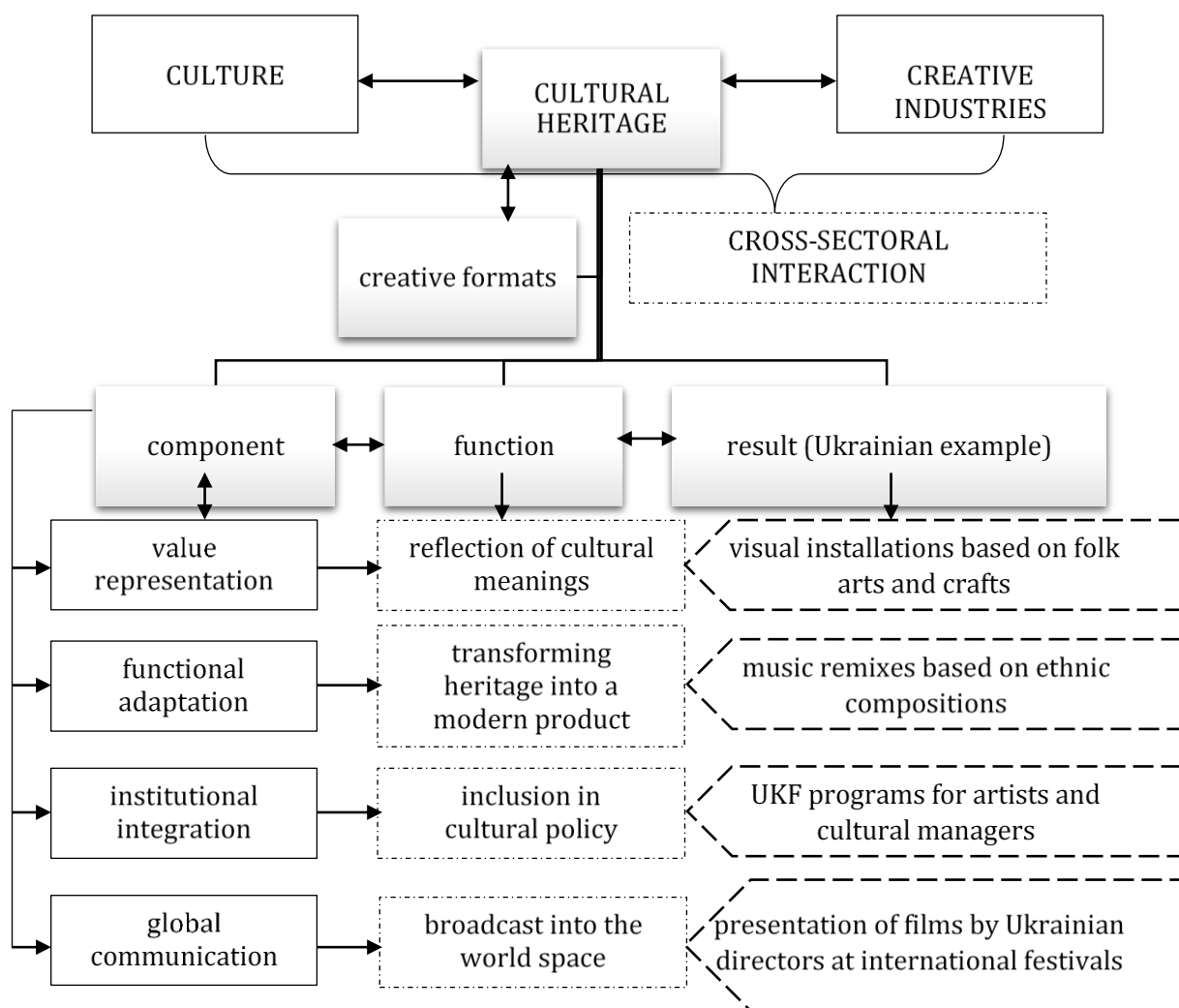


Figure 1. Synergistic interaction of culture – cultural heritage – ecosystem of creative industries

Source: Original Author's Development.

In general, based on the research conducted, it is advisable to form an appropriate theoretical and methodological model, through the prism of understanding creative industries not only as a mechanism for preserving cultural heritage, but also its transformation in response to social demands, technological changes and global trends. As J. Howkins (2005) notes, creativity is a resource that is not exhausted, but expanded through cultural interaction [8], as shown in Figure 2.

As can be seen from the model, the representation of cultural heritage through creative formats contributes to value communication and innovative activity – visual narratives, musical interpretations, digital reconstructions – all of which contribute to the actualization of heritage in the modern context of the creative space. Accordingly, functional adaptation allows you to integrate traditional elements of culture into new media, design, music, and literature. This contributes to the preservation of heritage through its transformation into a cultural product that resonates with a modern audience. At one time, D. Throsby (2008) noted that cultural policy should take into account the value significance of a cultural product [34], accordingly, in the model, we highlight institutional support as a key factor. Programs of the Ukrainian Cultural Fund, initiatives of the Ministry of Culture and Strategic Perspectives, the Ukrainian Institute, etc., regional initiatives and educational projects create conditions for the sustainable development of culture and creative industries. At the same time, global communication allows us to broadcast Ukrainian heritage into the global cultural space, forming new humanistic narratives that combine local values with universal meanings.

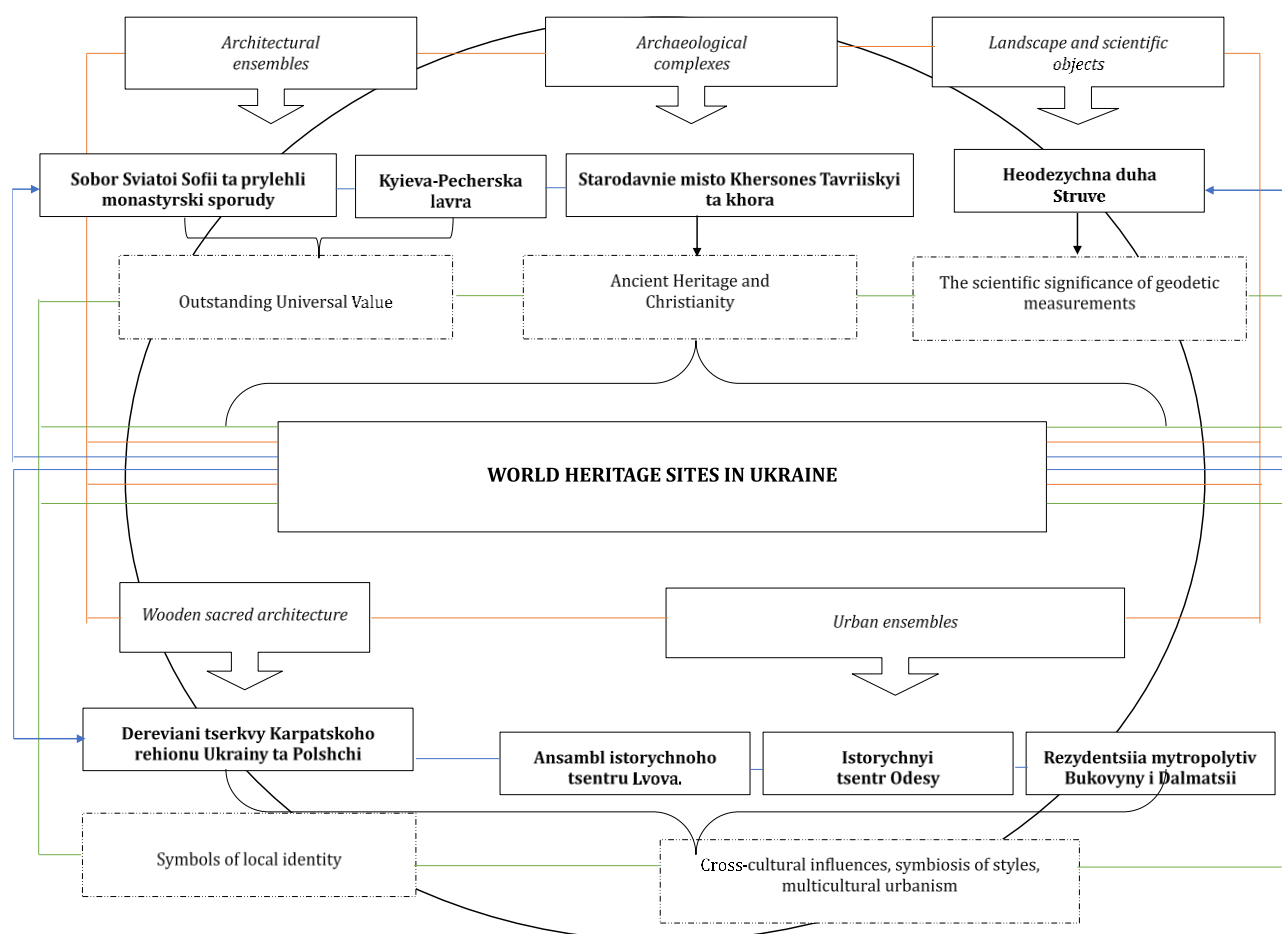


Figure 2. Theoretical-methodological model for conceptualizing the relationship between cultural heritage and cultural values within the ecosystem of creative industries

Source: Original Author's Development.

6. Conclusions

According to the results of the study, it was found that the cultural heritage of Ukraine as a carrier of national values, historical memory and identity, acquires special significance in the context of globalization transformations, digitalization, cultural hybridity and the russian-Ukrainian war. The integration of cultural heritage into creative practices through creative industries opens up new opportunities for the preservation, representation and rethinking of cultural values. In particular, the generalization of key provisions and conclusions allows us to emphasize that:

- it is appropriate to consider the cultural heritage of Ukraine not only as a historical heritage, but also as a dynamic factor in the formation of national identity, humanitarian security, and cultural subjectivity. The preservation and updating of cultural heritage require a systematic approach that combines traditional forms with innovative practices;
- universal patterns of functioning of creative industries, in particular their ability to adapt, translate and rethink cultural meanings, allow us to consider them as an effective tool for preserving and popularizing cultural heritage. This forms new formats of communication between the past and the present, local and global based on cross-cultural interaction and the ability for cultural rethinking;
- large-scale losses of cultural heritage and infrastructure as a result of russian aggression actualize the need for new formats of protection, digital archiving and international advocacy. Creative industries can play a key role in the processes of reconstruction, memorialization and cultural resistance;
- the proposed model, based on typological, trans-cultural and strategic analysis, allows us to systematize the functions of creative industries in the context of heritage protection. It can be used to assess cultural policy, develop regional programs and form development strategies;

- prospects for the integration of cultural heritage into the modern cultural and creative space are opened through post-industrial and digital transformations. This creates conditions for the formation of new narratives that combine authenticity with global relevance, contributing to the cultural subjectivity of Ukraine in the international cultural space.

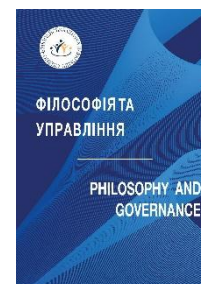
Thus, the study confirmed the assumption that the cultural heritage of Ukraine, in the process of the activities of the creative industries sectors, forms a complex system of representation, transmission and renewal of humanitarian values in the modern socio-cultural space. Creative industries not only contribute to the preservation of authenticity, but also ensure the strategic integration of heritage into global narratives through innovative formats, digital technologies and interdisciplinary practices. The proposed theoretical and methodological model allows us to systematically comprehend these processes, opening up prospects for the formation of effective cultural policy, regional development and cultural sustainability, cultural diversity and cultural dynamics in the face of military challenges.

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The Thinker V. Lypynsky on the Socio-Cultural Interaction of the Elite, Church, and Religion in the Context of Moral and Ethical Values

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ABSTRACT

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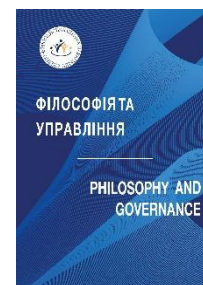
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The relevance of the study is conditioned by the necessity of a deep rethinking of the sources of Ukrainian conservative thought against the background of modern challenges related to the search for moral and ethical foundations for the consolidation of the nation and the formation of a new leading stratum in the conditions of Ukraine's War for Independence. Ukrainian historiosophical thought of the first half of the 20th century, against the backdrop of the formation of a modern nation and the crisis of statehood, required the development of ideological models to overcome "national chaos." Among the key thinkers of this period, Viacheslav Lypynsky stands out, whose classocratic and historiosophical concept aimed at establishing new moral and ethical foundations and reforming social institutes. The aim is to analyze V. Lypynsky's conceptual views on the socio-cultural interaction of the elite, the Church, and religious-moral values as a fundamental, system-forming element in the context of building an organic Ukrainian state. V. Lypynsky considered religious-moral values not as an auxiliary, but as an important, system-forming element for the consolidation of a new classocratic elite, which is based on the ethics of duty and opposes the "reign of gold and the boor." His philosophy, formed under the influence of the Roman Catholic tradition, perceived religion as the meaning-creating core of the nation and an all-encompassing Divine Cosmos that ensures internal moral discipline and prevents degradation and constant rebellion against state institutions. V. Lypynsky distinguished, but inextricably linked, the functions of the State (material power) and the Church (spiritual power). In his views, the Church acts as an institutional guarantor of values, providing transcendent legitimacy to the ethical norms of the elite (honor, loyalty, patriotism) and performing the function of a moral arbiter. Classocracy, unlike the Marxist understanding of class, was defined as an organic collective united by a common tradition and religious ethics. Analyzing the defeat of the Ukrainian Revolution of 1917–1921, the thinker viewed it as a consequence of the value collapse of the elite, expressed in the allegory of "Don Quixotes without Faith" – leaders who lost the "knightly tradition" and their own faith, preferring the class bias of the Central Council and destructive populist mechanisms, for which he criticized democracy. V. Lypynsky's concept is a deeply ethical construction called upon to ensure the necessary moral sanction and "spiritual power" for the state. His ideal of classocracy proposed the only effective mechanism for ensuring stable and constructive relations between religion, the church, and the state. V. Lypynsky insisted that to preserve the spiritual equilibrium and political resistance of the nation, the state must ensure equal authority and organizational independence of all Christian churches in Ukraine. Turning to V. Lypynsky's legacy is timely, as his concept contains valuable lessons regarding the necessity of ethical political leadership and the search for moral and ethical foundations for the formation of a new leading stratum in modern Ukrainian state-building.

KEYWORDS

Viacheslav Lypynsky, ethics of duty, classocracy, conservatism, nation, religion, church.



Мислитель В. Липинський про соціокультурну взаємодію еліти, церкви і релігії в контексті морально-етичних цінностей

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СТАТТЯ

АНОТАЦІЯ

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Актуальність зумовлена необхідністю глибокого переосмислення джерел української консервативної думки на тлі сучасних викликів, пов'язаних із пошуком морально-етичних засад для консолідації нації та формування нової провідної верстви в умовах Війни України за Незалежність. Українська історіософська думка першої половини ХХ ст., на тлі формування модерної нації та кризи державності, потребувала розробки ідейних моделей для подолання «національного хаосу». Серед ключових мислителів цього періоду виокремлюється В'ячеслав Липинський, чия класократична та історіософська концепція мала на меті утвердження нових морально-етичних засад та реформування соціальних інститутів. Мета полягає в аналізі концептуальних поглядів В. Липинського на соціокультурну взаємодію еліти, Церкви та релігійно-моральних цінностей як фундаментального, системотворчого елементу в контексті побудови органічної української держави. В. Липинський розглядав релігійно-моральні цінності не як допоміжний, а як важливий, системотворчий елемент для консолідації нової класократичної еліти, що ґрунтується на етиці обов'язку та протистоїть «царству золота і хама». Його філософія, сформована під впливом римо-католицької традиції, сприймала релігію як смислотворче ядро нації та всеохоплюючий Божий Космос, що забезпечує внутрішню моральну дисципліну і запобігає деградації та постійному бунту проти державних інститутів. В. Липинський розмежував, але нерозривно пов'язав функції Держави (сила матеріальна) та Церкви (сила духовна). Церква у його поглядах виступає інституційним гарантом цінностей, надаючи трансцендентну легітимність етичним нормам еліти (честь, вірність, патріотизм) і виконуючи функцію морального арбітра. Класократія, на відміну від марксистського розуміння класу, визначалася як органічний колектив, об'єднаний спільною традицією та релігійною етикою. Аналізуючи поразку Української революції 1917–1921 рр., мислитель розглядав її як наслідок ціннісного колапсу еліти, що виражено в алегорії «Дон Кіхотів без Віри», провідників, які втратили «лицарську традицію» та власну віру, віддаючи перевагу класовій упередженості Центральної Ради і руйнівним популістичним механізмам, за які він критикував демократію. Концепція В. Липинського є глибоко етичною конструкцією, покликаною забезпечити державі необхідну моральну санкцію та «духову потугу». Його ідеал класократії пропонував єдиний ефективний механізм для забезпечення стабільних та конструктивних взаємин між релігією, церквою і державою. В. Липинський наполягав, що для збереження духової рівноваги та політичної відпорності нації держава мусить забезпечити однаковий авторитет та організаційну незалежність усіх християнських церков в Україні. Звернення до спадщини В. Липинського є своєчасним, оскільки його концепція містить цінні уроки щодо необхідності етичного політичного лідерства та пошуку морально-етичних засад для формування нової провідної верстви в сучасному українському державотворенні.

КЛЮЧОВІ СЛОВА

В'ячеслав Липинський, етика обов'язку, класократія, консерватизм, нація, релігія, церква.

1. Introduction

A genuine historiosophical turn in the Ukrainian intellectual field became clearly defined at the end of the 19th century and reached its apogee in the first half of the 20th century. This period is characterized by an intense concentration of historiosophical motifs, conditioning its status as the highest ascent of Ukrainian philosophical and historical thought in the modern era. Given the greatest number of conceptual approaches, the most striking diversity, and the powerful influence on the formation of the socio-political component of the national worldview, this period requires a holistic analysis. Such an intellectual ascent was caused by several main factors. Firstly, by the processes of the formation of the modern Ukrainian nation, which, at the level of self-consciousness, required interpretive models of the past to substantiate its own political existence [11]. Secondly, by the active assimilation and reinterpretation of ideas from Western philosophy (mainly Neo-Kantianism, positivism, and “philosophy of life”), which served as a basis for independent Ukrainian philosophizing.

The central theme for thinkers of this time remained the comprehension of the process of the formation of the modern Ukrainian nation and the derivation of the laws of historical movement on this empirical basis [34]. Western European sources were mostly used as a toolkit for solving specifically Ukrainian historical problems. Among the most striking figures who created this tragic, yet intense and existentially significant philosophical-historical experience, one should single out M. Hrushevsky (1866–1934), I. Franko (1856–1916), B. Kistiakivsky (1868–1920), D. Dontsov (1883–1973), D. Chyzhevsky (1894–1977), and, undoubtedly, V. Lypynsky (1882–1931). It was in this context, at the intersection of the formation of the modern nation and the critical rethinking of European ideas, that V. Lypynsky’s classocratic and historiosophical concept was formed, which aimed to overcome the crisis of statehood by establishing new moral and ethical foundations and reforming social institutes [8; 9].

The first half of the 20th century in Ukrainian intellectual history is marked by an acute experience of history and intense reflections on the fate of ethnic collectives, in particular, on the past, present, and future of the Ukrainian nation and the world historical process. The activation of this “interpretive” approach to history has clear socio-political and spiritual roots. It is directly connected with the formation of the modern Ukrainian nation, the development of national self-consciousness, culture, and, most importantly, with the struggle for Ukrainian statehood in 1917–1920. Since philosophical-historical ideas often arose directly from national-political practice, they were frequently presented not in the form of professional academic discourse. The philosophical level of understanding the “ultimate foundations” of historical existence has to be extracted from artistic, publicistic, or ideological texts. Ideologues-practitioners (among whom were V. Lypynsky, D. Dontsov, Yu. Vassiyanyan) actively subjected the past to interpretation, striving to find advice in it for solving urgent problems of the present. These intellectuals believed that unraveling the mystery of history would reveal the fate of the Ukrainian nation. Cognition of this fate (which, in their opinion, makes the nation omnipotent regarding the future) became the highest goal of their philosophical quests [1, pp. 7, 25]. Thus, V. Lypynsky not only proposed a model of political reconstruction (the Hetmanate) but also developed a profound conservative philosophy of history, in which the socio-cultural interaction of the elite, the Church, and religion is considered the cornerstone for the revival of the organic hierarchical structure of society and the overcoming of national chaos.

The relevance of the study is conditioned by the necessity of a deep reinterpretation of the sources of Ukrainian conservative thought against the background of modern challenges related to the search for moral and ethical foundations for the consolidation of the nation and the formation of a new leading stratum in the conditions of Ukraine’s War for Independence. Turning to V. Lypynsky’s legacy is timely, as his concept of classocracy (*klasokratiia*) and emphasis on the role of religion in strengthening national unity contain valuable lessons for modern Ukrainian state-building and strengthening the spiritual resilience of society.

2. Literature Review

The study of the philosophical-political, historiographical, publicistic, and epistolary legacy of Viacheslav Lypynsky is of outstanding importance for a thorough understanding of the formation of the domestic state-building school and the conservative direction of thought. This ideological heritage became an intellectual response to the dizzying socio-political transformations of the late 19th and the first third of the 20th centuries. The modern understanding of conservatism, which is often associated with conventionality, caution, or conformism, does not fully reflect the depth of this ideological

direction. Since the 19th century, conservatism has been articulated as a clear political doctrine that arose as a direct reaction to radical political transformations caused by the French Revolution and general processes of modernization. Its main principles were: paternalism and the idea of a hierarchical structure of society; the desire to protect the existing order and preserve the traditional socio-political system; and opposition to ideas of simplified equality and the destruction of institutions. These principles, which were important both for the European aristocracy and for the American “Founding Fathers,” ensured balance, limitation of power, and the rule of law. V. Lypynsky’s views and practical activities fit organically into this tradition, focusing on the role of the elite, tradition, and religion as defense mechanisms of the state against chaos. Numerous publications by I. Hyrych, T. Ostashko, and Yu. Tereshchenko are dedicated to these aspects of V. Lypynsky’s creative legacy [9; 10; 24; 35; 37; 38].

V. Lypynsky’s ethical and socio-cultural views, which are based on conservative principles, are of significant interest to modern thought and are highlighted in the works of V. Masnenko, V. Nikonenko, and E. Yurchenko [20; 21; 40]. Traditionally, the thinker’s work was analyzed mainly through the prism of the history of political thought and political science, focusing on classocracy and the Hetmanite movement [2; 3; 25; 26; 27; 32; 33].

Research into the scientific and publicistic legacy of Viacheslav Lypynsky is a significant direction in the Ukrainian intellectual tradition (historical-philosophical, sociological, culturological). Central among his works that formed the national-conservative worldview of the 20th century are *Letters to Brothers-Farmers* (*Lysty do brativ-khliborobiv*), *Religion and Church in the History of Ukraine*, *Ukraine at the Turning Point*, and *Our Orientation* [14; 16–18]. Today, the thinker’s heritage acquires special relevance, as it is an important source in the context of solving modern problems of Ukrainian identity, the search for social solidarity, and the establishment of principles of ethical political leadership and the responsibility of elites. This necessitates a specialized approach to the study of his moral philosophy, the role of the Church, and religion as system-forming factors of the national elite.

3. Problem Statement

The object of the study is the philosophical-historical and sociological legacy of V. Lypynsky. We have defined the subject of the study as his conceptual views on the socio-cultural interaction of the elite, the Church, and religious-moral values in the context of building an organic Ukrainian state in V. Lypynsky’s works. Given the identified relevance and gaps in the scientific literature, we face a number of tasks: to analyze the place and role of religion, the Church, and moral-ethical foundations in the formation of the ideological basis of V. Lypynsky’s classocracy; to accentuate the allegorical images in the thinker’s creative heritage; and to determine exactly which moral-ethical qualities and social behaviors, in V. Lypynsky’s opinion, should be inherent in the new Ukrainian elite, directed towards state-building and influence on the broad strata of the population.

Research Hypothesis: V. Lypynsky considered religious-moral values (similar to the “knightly tradition” and “faith of the ancestors” in the Don Quixote allegory) not as an additional, but as a fundamental, system-forming element for the consolidation of a new national elite (classocracy), considering them a necessary condition for overcoming “national chaos” and successful state-building.

4. Methods and Materials

The materials for the study were the key publicistic and historiosophical works of V. Lypynsky, primarily *Letters to Brothers-Farmers*, *Religion and Church in the History of Ukraine*, and *The Tragedy of the Ukrainian Sancho Panza* (*From the Notebook of an Emigrant*).

In the process of preparing the article, we used the following methods: the historiographical method was useful for clarifying V. Lypynsky’s views on the laws of the historical process, the role of the leading stratum, and the reasons for the loss of Ukrainian statehood; conceptual analysis was required to understand the content of such concepts in the thinker’s views and ideas as “classocracy,” “agrarian class” (*khliborobskyi klas*), “national aristocracy,” “nation-state” and their connection with the concepts of “faith,” “Church,” and “ethics”; the hermeneutic method was applied for the interpretation of allegorical images (“Don Quixote and Sancho Panza”) and the philosophical extraction of the “ultimate foundations” of historical existence contained in publicistic and ideological texts. We also used the historical-comparative method and the method of critical source analysis to analyze historiographical developments related to the problems of our article.

5. Results and Discussion

Illuminating conservative intentions in Ukrainian historiography and historiosophy, researchers traditionally turn to the works of such thinkers as Dmytro Doroshenko, Stepan Tomashivsky, and Vasyl Kuchabsky. However, a special place in this series is occupied by Viacheslav Lypynsky, whose ideological heritage represents a deep rooting in the conservative worldview tradition.

His monarchist-aristocratic preferences and clear orientation towards the interests of "(...) the settled agrarian knighthood, as the main conservative core of the Ukrainian leading stratum – composed of representatives of all classes (...)" [17, p. 7] created a distinct contrast with the egalitarian-socialist ideologies dominant among the Ukrainian intelligentsia. V. Lypynsky substantiates the necessity of restoring Ukrainian statehood in the form of a hereditary Hetmanate. He considered this political act critically important for restoring the hierarchical structure of Ukrainian society. The proposed model aimed to overcome ideological chaos, lack of discipline, and organization, which, in his opinion, were the defining features of the national liberation struggles of that time and were considered a consequence of the "non-bourgeois" (predominantly peasant) character of the nation. From the perspective of conservatism, the philosophy of history constructed by V. Lypynsky views the historical process as continuous. In this model, the moment of the present is a direct and necessary continuation of the past; thus, the layer of the past is necessarily present in the mode of "now." In contrast, the mode of the future does not play an extremely important role in understanding the integrity of the historical process, since stability and value are determined by the preservation of traditions and structures inherited from the past [1, p. 41–42].

The Spanish philosopher José Ortega y Gasset once substantiated that the formation of social views is a function of power and "spiritual power," not a spontaneous process. He argued that the majority of people are devoid of their own clear views, and therefore their coexistence requires the imposition of ideas under the pressure of a dominant force to avoid chaos and "historical emptiness." Thus, Ortega y Gasset emphasized: a change of power always leads to a change in dominant views, which is equivalent to a change in the "historical gravity" of society [22]. The need to influence the majority, which does not have formed views, articulated by Ortega y Gasset, is important for analyzing the formation and development of Ukrainian conservatism. This idea underscores the importance of spiritual strength and leadership in shaping social consciousness, which can be interpreted as a transition from an ideology of self-preservation to a strategy of national development [7].

Throughout a significant part of the 20th century, especially in the absence of statehood and the struggle for self-preservation, Ukrainian conservatism was primarily an ideology of defense and preservation of national heritage. Its main task was the protection of national identity, language, culture, and traditions from the constant pressure of imperial influences (primarily total Russification). In this context, the activities of conservative elites, including Viacheslav Lypynsky, Dmytro Dontsov, and subsequently a certain circle of nonconformists, were aimed at forming the idea of Ukrainians as an independent nation with rights and a historical past and resisting assimilation. This period of Ukrainian conservatism largely corresponded to Ortega y Gasset's concept of the necessity of "spiritual power" to prevent "historical emptiness." Without this force aimed at preserving basic national landmarks, there was a real threat of the erosion of Ukrainian identity [22].

Conservatism as an ideological direction of political thought arose as a direct reaction to radical social transformations, in particular, the global reform caused by the French Revolution (1789). The main goal of this direction was the protection of the traditional socio-political system. Its supporters, who mostly belonged to the nobility and clergy, actively opposed ideas of simplified equality, which were establishing themselves against the background of the destruction of natural and social institutional distinctions [35].

During the 19th century, the Ukrainian aristocracy, which traditionally supported monarchist-dynastic ideas, experienced a complex and contradictory process of national revival. This awakening manifested itself in the transformation of socio-national consciousness and a change in the political orientations of representatives of ancient noble-magnate families in Galicia. Similar trends were observed in Dnieper Ukraine among such families as the Halahans, Tarnovskys, Myloradovyches, Kochubeis, Tyshkevyches, Skoropadskys, Khanenkos, and Lyzohubs. Despite the dominance of liberal-democratic and socialist ideas in the Ukrainian national movement, the evolution of the consciousness of this aristocratic stratum indicated a desire to establish a balance of value, ideological, and political views within the conservative direction [29; 35; 37]. Assimilation processes, to which the Ukrainian people were subjected for a long time under the rule of empires, significantly narrowed the possibilities for the formation of center-right forces. As a result, in 1917–1920, these forces were poorly represented

and limited to the conservative camp. It relied on tradition-friendly landowners and a small Ukrainophile elite (landowners, administrators, officers). Although Ukrainian conservatism has deep historical roots (specifically in the events of 1648–1657), its theoretical conceptualization as a doctrine began only in the 20th century, and this process was complicated by the heterogeneity of its social basis [5; 31].

The rejection of the idea of independence by the Ukrainian left during the revolutionary upheavals of 1917 and their reliance on the utopian transformation of the former Russian Empire into a federation generated indifference to independence among a significant part of the Ukrainian population sympathetic to these ideas. During the existence of the Ukrainian State of Pavlo Skoropadsky, conservatism received its chance thanks to the support of landowners, entrepreneurs, and wealthy peasantry, who opposed the agrarian policy of the Central Council (Tsentralna Rada). However, a significant number of officials from the tsarist era were involved in governing the state; although considered professionals, they did not speak Ukrainian and did not possess even the rudiments of national political consciousness. Despite the Ukrainophile sentiments of the Hetman himself, actual power ended up in the hands of groups that were mostly indifferent or even hostile to the idea of Ukrainian independence. This was a natural consequence of the imperfect social structure of the nation and the denationalization of the greater part of the strata influential in society and the economy [6; 12].

The right flank of the Ukrainian political spectrum of that time was represented by the Union of Landowners (*Spilka zemelnykh vlasnykiv*) and the Ukrainian Democratic-Agrarian Party (UDkhP). The main problem was that the more influential Union of Landowners was under the control of large landlords, for whom socio-economic interests significantly outweighed national issues. Thus, while supporting Pavlo Skoropadsky's regime as long as it remained the only force capable of guaranteeing the inviolability of their property, the organization's leadership could change its position at any moment. In particular, the possibility of switching to the side of another force, for example, the Russian "White movement" with its ideology of restoring the empire, was not excluded. In other words, the Union, which represented a strong conservative force in Ukraine through its political leaders, was not truly Ukrainian. The only purely Ukrainian conservative party of the revolutionary era was the UDkhP. Its program was based from the very beginning on the principles of Ukrainian historical legitimism, recognition of the importance of state interests over social ones, and the idea of monarchism as the most successful form of the state. However, locally, most UDkhP organizations consisted mainly of intelligentsia, who failed to attract the genuine peasant-owner to the party [29; 39].

After the fall of the Hetmanate and the seizure of the Left Bank by the Bolsheviks, the Ukrainian Democratic-Agrarian Party (UDkhP) moved its activities to emigration. It was there that the completion of the formation of a clear concept of Ukrainian conservatism took place, the founder of which was Viacheslav Lypynsky. The key principle of this idea became the model of a "territorial" (political) nation, based on the political integration of all residents of Ukraine regardless of their ethnic origin. In V. Lypynsky's opinion, only emphasizing the state-building aspect of the issue and drawing the attention of broad circles of society to the economic discrepancies between Ukraine and Moscow can become the basis for effective national-political propaganda [15; 18; 37].

In September 1926, Viacheslav Lypynsky wrote:

"When in the West, after the World War, 'victorious democracy' won and the reign of gold and the boor [Ham] ensued there; when in the East a nomadic, predatory, and ruinous horde began to rule; when my Motherland was 'firmly' divided between these two kingdoms of one Satan – it was difficult to write calmly and 'literarily' about monarchism, knighthood, settled productive labor, about patriotism, loyalty, honor, Christian love" [17, p. 5].

V. Lypynsky clearly distinguished the classocratic elite from the ochlocratic or oligarchic one. His ideal is based on the ethics of duty, not on the right of possession. The elite (the class of agrarians, knighthood) has a moral mandate for power only when it serves the common good (the people and the state), and not its own interests. This idea flows directly from his condemnation of the "reign of gold and the boor." The values that V. Lypynsky singled out (honor, loyalty, patriotism) are the code of conduct specifically for this elite. For him, honor is the ability to answer for one's actions and keep promises, even at the cost of one's life, which is the opposite of cynicism and unprincipled behavior. For Viacheslav Lypynsky, the social class is merely the starting base for building the state. He considered small, active social groups, the national aristocracy or elite, to be the true state builders. In his opinion, the elite is an active minority responsible for the creation of both states and nations. In his teaching on the elite, Lypynsky relied on the Machiavellian tradition of European sociology, represented by such thinkers as Pareto, Mosca, and Michels. These sociologists believed that the presence of a supreme privileged estate is an inseparable attribute of any social system. Lypynsky's view on the historical formation of the elite

is interesting. He believed that it often consists of people from foreign tribes. In particular, in the Ukrainian context, he assumed that the bearers of elite culture were not Ukrainians themselves, but Poles. The assimilation of Poles with the "Ukrainian folk mass" stimulated the process of its separation among Ruthenian tribes, and it was this process that he defined as "proper Ukrainianism, Ukraine" [4].

V. Lypynsky asserted that in every historical period of existence, a state nation has within its composition a key group of people that serves as the basis of its state existence. The thinker and politician developed his own typology of national aristocracies according to the method of organizing power: oligarchy, classocracy, democracy. He was able to formulate the characteristics of democracy and oligarchy quite clearly. However, regarding classocracy, his favorite but somewhat illusory sociological ideal, his sociological analysis was less precise. The definition of class according to V. Lypynsky, which emphasizes organic community, can be applied to the peasantry, but only to that which had not yet been decomposed by capitalism. If Karl Marx considered workers to be the main universal class, then for Viacheslav Lypynsky, according to his romantic worldview, this role was performed by the peasantry, which he called the agrarian class (*khliborobskyi klas*). He viewed agriculture as an art, contrasting it with factory, monotonous industrial production. For him, labor on the land contributes to the perfection of the individual abilities of the farmer, and the hired laborer is perceived as an assistant to the master, and not simply an addition to technological tools. Instead, the industrial class, in which Lypynsky included both workers and capitalist entrepreneurs, did not fit into his concept of a natural class. The dismissive attitude towards this class was conditioned by its insignificant role in the social structure of Ukrainian society at that time. The thinker saw Ukraine primarily as a state of a powerful class of agrarians. He acknowledged the existence of internal contradictions (between the rich and the poor) in this class but rejected the idea of class struggle within it [4].

It was the agrarians who were for him the main bearers of the state idea, to whom he directed his political project. The question arises: did a unified agrarian class really exist as an instrument of state-building, and was it possible to disregard the deep contradictions between the landless peasant and the landowner? Since V. Lypynsky was a landowner himself, his ideas about the peasantry and agricultural labor were often idealized, creating a worldview paradox: his political project did not have a specific, real addressee. Hence arises the need for a new class to carry out political construction. V. Lypynsky summarizes:

"We have an extremely capable, strong, healthy folk mass with a separate language, a separate peculiar culture, a mass that lives compactly on a precisely defined territory. We have, therefore, the basic static elements of a nation, which in theory can always serve as a basis for the desire to transform them into dynamic elements: for the formation from our unconscious ethnographic mass of a conscious and organized state nation. But in practice, with the exception of two eras in our history: the Varangian-Princely and the Gentry-Cossack, the organization of our ethnographic mass into a nation and a state did not succeed. (...)

The Ukrainian materially unproductive intelligentsia, which until now forms that group of candidates for political organizers of Ukraine, has very great merits before the nation in the field of cultural apolitical work. Without its participation, it would have been difficult for Ukrainian science, art, literature, and even Ukrainian cooperation to develop. But for political work, the Ukrainian intelligentsia has shown itself to be absolutely incapable. We will understand the reasons for this incapacity when we apply to the intelligentsia the same method of materialistic understanding of social relations which it itself so willingly uses in relation to other classes. (...)

What common tradition can our intelligentsia have, which by its origin belongs to different classes: clergy, bankrupt nobility, peasantry, philistinism, all sorts of *raznochintsy*, and which has only one common feature – declassment, that is, a break with any collective community tradition. No inherited experience, no inherited values: everything can and must be tried, and at the same time, there is nothing to lose. (...).

In our opinion, the class that is the only one capable of having the strength and authority needed in Ukraine to unite and organize the whole nation is our strongest of all Ukrainian classes, our agrarian class. (...)

First of all, what is understood by the concept of the agrarian class? In our opinion, a group of families who possess their own land and produce bread on this land with their own labor. The amount of land and the form of labor do not play a decisive role in the class consciousness of the farmer. Decisive for this consciousness is the fact of individual possession of land and individual labor on the land. (...)

We know that it is not for the remnants of the outdated Ukrainian nobility to take the heavy Ukrainian state sword into their senile hands. This sword will be wielded by a new state estate, which

will form from amidst the healthy, young Ukrainian peasantry. But this new estate must learn to wield this sword from the nobility. Without the old state tradition and state culture, our new state sword-bearers will get entangled in their weapons, injure themselves with their sword, and finally leave it to be ravaged by foreigners. (...)” [19, pp. 7–10, 15].

He calls the creation of this new authoritative stratum the most important cardinal problem. The idea of the Hetmanate in V. Lypynsky is a direct expression of his romantic-patriarchal convictions. He imagined the state as a large agricultural household, which, like any household, must have a Master (*Hospodar*). Understanding the shortcomings of existing monarchies (in particular, the arbitrariness of tsarist autocracy), the thinker strove to embody the ideal monarchy in Ukraine in the form of the Hetmanate. It was classocracy that he considered the most suitable form of organization of the governing elite for Ukraine. Unlike Marxism, where the class-forming feature is the attitude towards property, Lypynsky defined class as an organic collective united by a common tradition, psychological experiences, and physical kinship. Given such a definition, his concept of class resembles other social communities more, such as a clan or tribe [4].

Revealing his vision of the state-building process and the correlation of power and spirituality, the thinker-politician emphasizes that although the Church and the State have different functions, spiritual and material respectively, they are inextricably linked and cannot exist without each other, especially in the context of the national liberation struggle:

“It is not – I think – the task of the church – the representative of the eternal, spiritual, Divine – to do for us our current, secular, Caesarean work. This is our business, of secular people, to build our state with our material power: with our sword and our plow and industry. And if we were to demand from priests that they do this secular work of ours, that they gird their cassocks with swords and take up plows and factories, and we, secular people, will meanwhile quarrel among ourselves and with our priests about which religion is better and which will ‘build Ukraine’ faster for us – then with such a method of organizing our struggle for the nation and the state, we will neither gain a state nor ever become a nation, and we will only demoralize and compromise that church which would undertake this work not its own. Therefore, wise with two thousand years of experience, the Christian church acts well when it does not want to take up secular, Caesarean work not its own (...) The Church is a spiritual power; the state is a material power. Material power cannot do without spiritual power, and the state cannot do without the church, without religion, without its higher spiritual blessing and moral sanction for its fulfilled tasks. But spiritual power cannot perform the tasks of material power when it does not want to become a secular institution from a spiritual institution; when it does not want to change its service to the eternal, Divine, into service to the temporal, Caesarean, and when by this secular service it does not want to lose its halo of spirituality, its identical and binding for all, supra-secular spiritual authority, which is its essence, the justification of its existence. Religion and the church are needed by us, secular people, not only when we have already conquered a state for ourselves with our material power and organized our nation. It is needed by us no less in the very process of struggle. To win, we must have not only material power but, first of all, moral power. Besides a clear and distinct (like any military plan intended for war) secular faith of our own, a political ideology, we need a universal human faith in God, the help of both the church and religion is necessary” [19, pp. 17–18].

V. Lypynsky clearly articulates the function of the Church, rejecting its narrow-nationalistic or purely cultural interpretation. The Church, in his opinion, should not simply be an expression of the national soul or a cultural institution, but primarily – discipline. It is necessary as faith in eternal and immutable laws that stand higher than personal desires or will. It is this faith that gives a person the strength to rule over their own desires and overcome their own weaknesses. Without this internal moral discipline, no creativity is possible, neither state, nor national, nor cultural. Thus, according to V. Lypynsky, the Church serves as a defense of will, honor, and duty (key ethical categories of classocracy). For V. Lypynsky, the Church is the main institutional guarantor of the preservation of religion as a system of moral and ethical values. It, as a bearer of Christian love and faith, performs two critical functions in interaction with the elite: it provides transcendent legitimacy to the basic ethical norms which the elite must then emulate (respect for labor, honesty, solidarity) and acts as a moral critic and arbiter, reminding the secular elite of its Christian duty and preventing its transformation into a selfish oligarchy (“reign of gold”). V. Lypynsky saw the church (specifically, the Ukrainian Church) as an important factor of national identity, but emphasized that its moral mission must outweigh the political one. In the philosopher’s idealistic model, the socio-cultural interaction of the elite, the church, and religion leads to the creation of an ethical state (classocracy). The elite, which realizes its responsibility (honor, loyalty) as part of Christian duty (love, truth), is capable of ensuring a stable and just order [19, pp. 26–28]. We see that V. Lypynsky contrasts the Ukrainian conservative ideal (order, honor, loyalty,

based on Christian ethics) with the moral-ethical decline he saw both in the East and in the West. This interaction is not simply political, but a deeply civilizational response to the worldview crisis of that time.

Analyzing the creative legacy of Viacheslav Lypynsky and the circle of his ideas, it is necessary to emphasize that the thinker possessed a rare gift of critical thinking. This allowed him not only to deeply understand (on the basis of immense preliminary analytical work) the vital problems of Ukraine but also to rise above outdated dogmas and canons. His intellectual position made it possible to re-pose fundamental, basic, and foundational questions that the majority of “educated society” considered long resolved. Thus, his thinking was oriented towards a rational revision of existing socio-political axioms. It is these features of V. Lypynsky as a critical thinker and his analytical reflections on the past and future of Ukraine that make his legacy extremely relevant in the current complex and ambiguous period, which demands a vital choice from the nation.

In the context of the problems of our article, V. Lypynsky's work *Religion and Church in the History of Ukraine*, which we cited above, is of particular importance. In it, the sociologist, historian, and politician laid out his understanding of religion as the meaning-creating core of the nation, cognition, and intellectual comprehension of the history of the development of the native Church and religion for the formation of the national spirit. He viewed such comprehension as a difficult path and a symbiosis of various forces:

“It is understood that the main leadership in this spiritual path of ours falls to our Christian churches. But in fulfilling their task, they must meet support, receptivity, and recognition of their authority from the side of our secular people: representatives of political power and creators of political ideology. (...) Instead, there should be recognition and defense by the Ukrainian sword of the authority of all Ukrainian Christian churches equally. In other words: the Ukrainian state power, if it does not want to violate the Ukrainian spiritual equilibrium necessary for the existence of the state, cannot place any Christian church in Ukraine in a dependent relation to the state, nor in a state-humiliated or unequal position, but must care for equal authority, equal spiritual and organizational independence, and equal political position of all churches in Ukraine. Another path will lead in the end to a decrease in our spiritual, and consequently, political resistance against the East or the West and as a result will lead to cultural and state dependence either on Moscow or on Poland” [19, p. 56].

According to I. Siundiukov, the work *Religion and Church in the History of Ukraine* is not a classic study of the history of the Christian church or a theological treatise. In its essence, it is a political science essay in which Viacheslav Lypynsky focuses on the position of the Church in the socio-political life of the Ukrainian state and its influence on the formation of the socio-cultural tradition. The author directly warns the reader about his methodological approach, namely viewing religious matters through a political prism. V. Lypynsky consciously withdraws from discussing religious dogmas, evaluating denominations, or internal church organization, focusing instead on the position of the Church in states with different political structures (totalitarian, liberal-democratic, or monarchist-traditionalist) [30].

In this same work, V. Lypynsky sets out his political creed with exceptional clarity and transparency, which is rarely found in his other works. His position is based on a critique of democratic principles, which he views as an attempt to please the majority of voters, rather than a genuine desire to create something positive. This testifies to Lypynsky's deep rejection of egalitarian principles and his conviction that a system based on an “arithmetic majority” inevitably leads to populism and moral simplification in politics. V. Lypynsky explains the inevitability of moral degradation in conditions of democratic political competition, where the struggle for an “arithmetic majority of votes” dictates cynical methods, such as lying and flattering the people in exchange for their votes, and also requires playing on the worst human instincts. The thinker emphasizes that failure to follow these rules means losing the competition and inevitable transformation into an “enemy of the people” [19, p. 7]. V. Lypynsky decisively separates such a position of his from a possible understanding of him as hostile to the people, because, as the thinker rightly notes, his entire life is dedicated work for the good of the Ukrainian people: being an ethnic Pole, he adopted the Ukrainian language as his native one and involved his aristocratic stratum in the struggle for the creation of a free Ukrainian State [19, p. 8]. Thus, Lypynsky's rejection of democracy is substantiated not by an anti-people position, but by a moral-ethical imperative and a conviction in the destructiveness of populist mechanics for the fate of the nation [30].

V. Lypynsky emphasizes that religion and the church are needed by secular people not only after material victory but also in the very process of struggle. Victory requires not only material but, above all, moral strength. Besides its own political ideology, the nation needs a universal human faith in God and the help of the Church, since religion performs a disciplinary function (for V. Lypynsky, discipline is faith), which is capable of organizing the thoughts of the individual and developing the ability to

distinguish the boundary between Good and Evil. Also, Religion is an organic element of social organization, capable with its authority to contribute to the solution of important state tasks [19, pp. 17–20]. He, like a prophet, formulated a severe warning regarding elites, which has not lost relevance in our days. Pointing out that those who strive for various speculations, in particular on politics and religion, strive, first of all, for maximum freedom to achieve the greatest profits with the least effort. The thinker asserted that it is for this reason that such a type of political apex of society strives to limit the influence of religion, because with its moral guidelines and attention to authorities, it restrains selfish grasping instincts and, accordingly, cannot be acceptable for such a type of politicians. Consequently, these speculative elements try to free state life from the controlling influence of the Church and turn it into a “private enterprise” that does not oblige them to high moral standards. This testifies to V. Lypynsky’s deep understanding of human nature, which, in his opinion, persistently requires control and voluntary limitation by moral laws [30].

Yu. Tereshchenko, studying the worldview foundations of the life and activity of V. Lypynsky, notes that they were formed under the significant influence of the Roman Catholic tradition. Upbringing in a deeply religious noble family in Volhynia laid in the thinker an unchanging attachment to Christian belief. Religion was for his family a life-giving force that permeated all aspects of existence. V. Lypynsky attested to this deep devotion to the Catholic Church, in particular, in his correspondence. Yu. Tereshchenko cites in his article a letter from the thinker dated March 8, 1930, to Cardinal Luigi Sincero, Prefect of the Sacred Congregation for the Oriental Church in Rome:

“Born in 1882 in Volhynia in a deeply religious Roman Catholic noble landowning family, I carried from it a true attachment to the Holy Catholic Church, to which I have been and hope with God’s help to be faithful my whole life” [36, p. 3].

Perceiving Catholicism as one of the fundamental pillars of Western spirituality, V. Lypynsky updated the question of the necessity of instilling idealistic worldview foundations in Ukrainian society. He viewed the historical process of the formation of states as the result of a long and steadfast struggle for certain ideas, be they religious, dynastic, class, or others. In this context, the position of the church acquired special significance, because it was through honoring fighters and martyrs for an idea that this struggle was transformed into national memory and state-building consciousness. V. Lypynsky emphasized the important role of Catholicism in the formation and revival of nations. He believed that the influence of the Catholic Church remained decisive even when forces other than the religious idea was involved in the nation’s struggle. Thus, religious heritage was viewed by him as a powerful moral-ethical and state-building factor. Viacheslav Lypynsky repeatedly emphasized the inherited character of his feeling for the Ukrainian land, which came from generations of his ancestors. This idea symbolizes a dual ability: to defend the native land with weapons and to organize economic activity on it. Thus, for V. Lypynsky, Ukrainian consciousness was organic and innate, not acquired through rationalistic study. It was the consciousness of his stratum, which was historically included in Ukrainian processes and strove to find a worthy place in complex interethnic and interclass relations in the “Kresy” (Borderlands). From this organic sense of duty to the land, combined with a deep faith in God, crystallized the agrarian ideology in that noble environment which preserved the connection with agriculture. Such religious ethics became the foundation not only of the scholar’s worldview but also of his public-political activity. It determined his position: the realization that no event in the world happens without the intervention of Divine forces. These forces, according to the thinker, form the connection between all existing things: people, nations, nature – uniting them into an all-encompassing Divine Cosmos. V. Lypynsky believed that the solution of the most complex human problems, including the question of statehood, is possible only in the presence of a high level of religiosity in the people. Without religious ethics, a person loses the meaning of existence and degrades either to a passive observer or to a subject who recklessly chases the satisfaction of personal interests. The absence of faith, according to his position, provokes a constant rebellion against all social institutions that unite human units by God’s will: the state, the family. In this context, a person is viewed as a particle of the Universe, sent to fulfill a life task determined by higher forces. Only then, in a single ordered world, do the following acquire meaning: the labor life of the farmer, the heroism of the aristocratic stratum, the spiritual activity of the intellectual. In aggregate, these elements create a people and a nation, as opposed to an anarchized, eternally rebellious mob. V. Lypynsky considered classocracy the only effective mechanism capable of ensuring stable and constructive relations between religion, the church, and the state, minimizing the negative consequences of democratic processes [36, pp. 5–15].

Viacheslav Lypynsky, developing the ideology of modern Ukrainian monarchism, strove to overcome the one-sidedness of national development and strengthen the conservative (right) wing of the Ukrainian political movement. His concept was aimed at uniting competing currents within a single

political system and under a common law for all. His founding of the Ukrainian Union of Agrarians-Statists (*Ukrainskyi soiuz khliborobiv-derzhavnykiv*) and his constant organizational work on building the Hetmanite movement testify that, as T. Ostashko asserts, V. Lypynsky was not simply a theorist-idealist detached from life (as he is often portrayed), but a deep thinker and at the same time a real politician-practitioner. The key themes of Lypynsky's political treatise *Letters to Brothers-Farmers* are the interconnection of "nation" and "state." Unlike the then-common notions, Lypynsky believed that the Ukrainian nation would form only after the emergence of the Ukrainian state. This state would have to unite all its citizens regardless of their national, social, political, or religious affiliation. For him, the state was the primary condition for the formation of a unified political nation. Viacheslav Lypynsky was the first Ukrainian historian to carry out a deep analysis of the reasons for the defeat of Ukrainians in the Ukrainian Revolution of 1917–1921. His views differed significantly from the position of Volodymyr Vynnychenko (author of *Rebirth of the Nation*), who placed socialism higher than national independence. Instead, V. Lypynsky emphasized that the socialist leaders of the Central Council narrowed the social base of the national liberation movement. This narrowing made it impossible to use the creative potential of the entire nation in all branches of state-building, especially in military affairs. V. Lypynsky, based on his own experience of 1917, was convinced of the ruinousness of the so-called class position of the Central Council. He noted that for the then Ukrainian political leaders he remained only a "pan" (lord), a "landowner," because he did not succumb to demagoguery and did not share SR (Socialist-Revolutionary) views. That is, he was rejected due to his social origin and conservative convictions, which reflected the class bias of the leadership. Analyzing the defeat of the Ukrainian Revolution, the thinker defined its main reasons as the lack of a clear concept of state-building and insufficient unity among the leaders [23].

In his publicistic work *The Tragedy of the Ukrainian Sancho Panza (From the Notebook of an Emigrant)*, V. Lypynsky allegorically explores the relations between the leading stratum (Don Quixote) and the people (Sancho Panza), analyzing the ratio of idealism and realism in social life. Comparing European and Ukrainian elites, he noted that in Europe, Don Quixote (the aristocratic stratum), preserving the "traditional faith of ancestors," the "knightly tradition," culture, and experience of past generations, strove to pass this "treasure" to a new generation of pragmatists, that is, "Sancho Panzas." He asserted that without such a Don Quixote, "it would be impossible to imagine the existence of a modern European nation." When European "non-democratic national Don Quixotes" was believed by "primitive Sancho Panzas" and began to "lay down their lives" for the idea of the nation, then European nations arose. The situation in Ukraine, in V. Lypynsky's opinion, was the opposite: "only bodily Don Quixotes remained, Don Quixotes without faith in themselves, in their culture, in their destiny." The Ukrainian elite, having no faith and culture of their own, "went into foreign faiths, became foreign Don Quixotes." They "perished for Poland" or "created the might and power of the Great Russian Empire." V. Lypynsky believed that the national revival caught Ukrainian Don Quixotes, who had transformed into "repentant nobles and humble priests' sons," absolutely unprepared for the role of national leaders [13, pp. 397–406].

Thus, Viacheslav Lypynsky diagnosed the defeat of the Ukrainian Revolution as a consequence of the moral and value collapse of the elite, which failed to become the bearer of the state idea, transforming into "Don Quixotes without faith." His ideal of classocracy and hereditary Hetmanate was not simply a political model, but a deeply ethical construction called upon to ensure the necessary moral sanction and "spiritual power" for the state (similar to Ortega y Gasset's concept). V. Lypynsky decisively contrasted this conservative ideal, based on the Christian ethics of duty, honor, and loyalty, with the destructive populist mechanisms of democracy and the selfish essence of the "reign of gold and the boor," which threatened national independence.

6. Conclusions

The analysis of the philosophical-historical and sociological legacy of Viacheslav Lypynsky confirms that the thinker considered religious-moral values as an extremely important and weighty, system-forming element for the consolidation of a new national elite (classocracy) and the overcoming of "national chaos" caused by both external and internal factors. His worldview, deeply rooted in the Christian tradition, perceived religion as the meaning-creating core of the nation and an all-encompassing Divine Cosmos that opposes the moral degradation of man into a selfish subject and prevents constant rebellion against the institutions of the state and family.

V. Lypynsky clearly distinguished, but at the same time inextricably linked, the functions of the State (material power) and the Church (spiritual power). The Church is the institutional guarantor of

values, performing a disciplinary function (discipline = faith) and providing transcendent legitimacy to the norms of the elite. It serves as a moral arbiter, preventing the transformation of classocracy into oligarchy ("the reign of gold and the boor"). The classocratic elite, in contrast, must be based on the ethics of duty and service to the common good, demonstrating a code of honor, loyalty, and patriotism.

V. Lypynsky diagnosed the defeat of the Ukrainian Revolution of 1917–1921 as a consequence of the moral and value collapse of the elite, expressed in the allegory of "Don Quixotes without Faith." Ukrainian leaders, unlike European ones, did not preserve the "knightly tradition" and their own faith, failed to become bearers of the state idea, preferring class bias (the leadership of the Central Council) and destructive populist mechanisms of democracy, which he criticized for the tendency toward cynicism in the struggle for an "arithmetic majority."

Thus, V. Lypynsky's concept is a deeply ethical construction called upon to ensure the necessary moral sanction and "spiritual power" for the state, and his emphasis on the independence of all Christian churches aimed at preserving the spiritual equilibrium and political resistance of the nation. Viacheslav Lypynsky's views, especially in the part of the socio-cultural interaction of the elite, the Church, and religious ethics, contain a number of important lessons for modern Ukraine, which is fighting for its independence and identity.

Firstly, is the realization by the national elite of state duty over profit. It is necessary to implement the principle of "ethics of duty" for the new leading stratum (political, military, business). The elite must realize its role as service to the common good (the people and the state), and not as a means for satisfying personal or corporate interests.

Secondly, both the state and civil society must actively counteract those elements which V. Lypynsky condemned as the "reign of gold and the boor", that is, the speculative elite that strives to limit the moral control of the Church and society to achieve maximum profits (here we can make an adjustment for modern times, where the role of the Church and the religious factor is no longer as influential as in the thinker's times).

Thirdly, the realization that victory requires not only material but, above all, moral strength. The nation must actively cultivate the disciplinary function of religious and ethical norms, which help to see the boundary between Good and Evil in complex challenges.

Fourthly, the new elite must integrate the state tradition and culture of governance from previous generations to avoid the "tragedy of Don Quixotes without faith" and not lose the acquired "state sword."

Fifthly, it is important to strengthen constructive relations between the State and Churches, recognizing the Church as an institutional guarantor of moral-ethical values and an important factor of national identity.

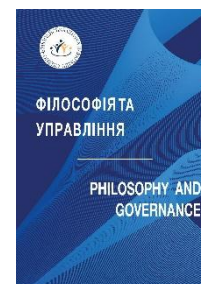
Finally, it is important to adhere to the principle of equal authority, spiritual, and organizational independence of all Christian churches in Ukraine. This is the guarantee of the spiritual equilibrium of society and its political resistance to external influence.

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Functional Terminological Model of Modern Management: Clarifying the Concepts of “Management,” “Directing,” “Controlling/Governance,” and “Steering/Driving” in the Context of ISO 9000

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ABSTRACT

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The article proposes a functional terminological model of managerial activity, which is based on the differentiation of the concepts of «менеджмент» (management), «керівництво» (directing), «управління» (controlling/governance), and «керування» (steering/driving) in accordance with the international standard ISO 9000:2015 and Ukrainian practice. The author substantiates the need to clarify the terms, taking into account the sphere of application (social/non-social), the type of action, and the performer. The model aims to eliminate semantic confusion, improve terminological accuracy, and ensure international compatibility. Special attention is paid to the implications for public administration, where terminological inconsistency can lead to regulatory distortions. To eliminate possible misunderstandings when translating materials from Ukrainian to English and vice versa, a bilingual thesaurus of key management terms is proposed. The article is intended for specialists in management, linguistics, standardization, and public policy.

KEYWORDS

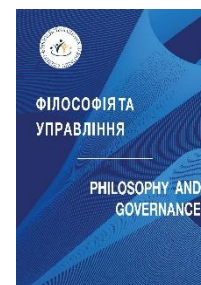
management, directing, controlling/governance, steering/driving, terminology, standardization, ISO 9000, public administration, terminological model.



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Філософія та управління

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Функціональна термінологічна модель сучасного менеджменту: уточнення понять «менеджмент», «керівництво», «управління» та «керування» у контексті ISO 9000

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СТАТТЯ	АНОТАЦІЯ
Короткий звіт DOI: 10.70651/3041-248X/2025.10.07 Авторське право © 2025 автора  Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0). 	У статті запропоновано функціональну термінологічну модель управлінської діяльності, що базується на розмежуванні понять «менеджмент», «керівництво», «управління» та «керування» відповідно до міжнародного стандарту ISO 9000:2015 та української практики. Автор обґрунтовує необхідність уточнення термінів з урахуванням сфери застосування (соціальна / не-соціальна), типу дії та виконавця. Модель спрямована на усунення семантичної плутанини, підвищення термінологічної точності та забезпечення міжнародної сумісності. Особливу увагу приділено імплікаціям для публічного управління, де термінологічна неузгодженість може призводити до нормативних викривлень. З метою усунення можливих непорозумінь при перекладі матеріалів з української мови на англійську та навпаки запропоновано двомовний тезаурус основних термінів з менеджменту. Стаття орієнтована на фахівців у галузі управління, мовознавства, стандартизації та публічної політики.

КЛЮЧОВІ СЛОВА

менеджмент, керівництво, управління, керування, термінологія, стандартизація, ISO 9000, публічне управління, термінологічна модель.

1. Introduction

Ukrainian terminology in the sphere of managerial activity is at the stage of active formation. The influence of English-language discourse, particularly the term “management,” has led to partial duplication of concepts and the absence of a complete word-formation system for key terms used in management. In Ukrainian realities, this has been creating difficulties in education, translation, scientific communication, and the practice of public administration for many years.

In the State Standard DSTU ISO 9000:2015 [1; 2], the terms «менеджмент» (management), «управління» (governance/control), and «керування» (control/driving) are presented as equivalent, which contradicts the original text of the international standard ISO 9000:2015 [3]. This confuses normative documents, educational programs, and the practice of public administration.

2. Literature Review

The most systematic study of terminological problems in the field of management is presented in [4; 5]. The works [6; 7] confirm that Ukrainian-language terminology is being formed under the influence of English-language discourse, but often without proper adaptation. The problem of distortion of the term “management” has been repeatedly raised at scientific forums, particularly at the conference “Terminology and Modernity” (Kyiv, May 2025) [8].

3. Problem Statement

The study aims to propose a model of terminological symmetry for Ukrainian-language managerial discourse, which ensures a complete word-formation series for each concept and eliminates semantic confusion.

4. Methods and Materials

Methodology:

- Lexico-semantic analysis of normative and scientific sources;
- Comparative terminology (Ukrainian ↔ English) based on ISO 9000:2015 and DSTU ISO 9000:2015 [1; 2];
- Functional-contextual analysis of the application of terms in the social and non-social spheres;
- Word-formation modeling: concept ↔ action ↔ performer;
- Expert assessment of the conclusions of the Working Group with the participation of the Institute of the Ukrainian Language of the National Academy of Sciences of Ukraine (IUL NASU) [9], Higher Educational Institutions, and professional associations.

5. Results and Discussion

In May 2025, at the XV International Scientific Conference “Terminology and Modernity” (Kyiv), an appeal was adopted regarding the necessity of editing DSTU ISO 9000:2015, as the definition of the term “management” in DSTU ISO 9000:2015 does not correspond to the international standard ISO 9000:2015 [9].

In 2022, the Working Group for defining the term “management” in DSTU ISO 9000:2015 established:

- Management should be translated as «менеджмент» (management), not «управління» (governance) or «керування» (control).
- Control should be translated as «управління» (governance) or «керування» (control), not «контролювання» (controlling/inspection).
- «Контролювання» (Controlling/Inspection) corresponds to inspection.
- «Менеджмент» (Management) is a complex activity that includes directing (керівництво) and controlling (управління).
- The definition in DSTU ISO 9000:2015 [1; 2] does not correspond to ISO 9000:2015 [3].

In August 2024, the correctness of the terms' interpretation by the Working Group was confirmed by a letter from ISO/TC176 SC1 (ISO/TC176 is the Technical Committee that developed the international standard ISO 9000:2015, and SC1 is its subcommittee on terminology).

The spheres of application of managerial activity are systematized in Table 1, and the existing terminology is in Table 2.

Table 1. Areas of application of management activities

Sphere	Subject	Object
Social	Human	Human or a collective of people
Non-social	Human	Biological, technical, other systems (without human)
Non-social	Technology	Biological, technical, other systems (without human)

Table 2. Existing terminology in management activities

Concept	Performer	Action
Management	Manager	–
Directing	Director	Directs/Governs
Governance/Control	Controller/Manager	Governs/Controls
Control/Driving	–	Directs/Governs

Thus, there is no verbal equivalent for «менеджмент» (management). The performer is absent for «керування» (control/driving). «Керівництво» (Directing) and «керування» (control/driving) have the same action – «керує» (directs/governs).

The proposed model of terminological symmetry suggests:

- Reviving the term «менеджмент» (management) as a complex activity (directing + governance);
- Delineating «управління» (governance) (social sphere) and «керування» (control/driving) (non-social sphere);
- Introducing terms for the manager's action: «менеджувати» (to manage) or «здійснювати менеджмент» (to perform management).

Derivative terms should also be clarified:

1. Скерування (Guiding) – a person directing the movement of objects without mechanisms.
2. Кермування (Driving) – a person physically operating transport or other technical systems.
3. Регулювання (Regulating) – influence on the parameters of various objects by technical systems.

It should be noted that one of the problems on the path to applying the proposed system of terms is that machine translation of these terms from English to Ukrainian and vice versa usually suggests outdated equivalents that do not convey the essence of management in its modern sense. To eliminate this problem, a bilingual thesaurus of key terms is proposed for discussion, presented in Table 3, in which only one English equivalent is provided for each Ukrainian term, without duplication [10].

Table 3. Key Ukrainian Terms of Managerial Activity with English Equivalents

NOUN (Concept)		VERB (Action)		PERFORMER (Person)	
Ukrainian	English	Ukrainian	English	Ukrainian	English
SOCIAL AND NON-SOCIAL SPHERES.					
General Term – Управлінська діяльність / Managerial Activity					
SOCIAL SPHERE.					
General Term – Менеджмент / Management					
Менеджмент	Management	Здійснює менеджмент	Manages	Менеджер	Manager
Керівництво	Directing	Керує	Directs	Керівник	Director
Управління	Controlling	Управляє	Controls	Управлінець	Controller
NON-SOCIAL SPHERE.					
General Term – Керування / Steering					
Скерування	Guiding	Скерує	Guides	Скерувальник	Guide
Кермування	Driving	Кермує	Drives	Кермувальник	Driver
Регулювання	Regulating	Регулює	Regulates	–	–

Recommendations for implementation:

- Edit DSTU ISO 9000:2015 and related documents in accordance with ISO 9000:2015;
- Implement the proposed model in educational programs, normative acts, and standards;
- Ensure inter-sectoral terminological consistency through the participation of professional associations.

6. Conclusions

Thus, the proposed model allows for: eliminating terminological confusion; increasing the precision of managerial discourse; ensuring international compatibility; contributing to effective public administration, especially in the context of the country's post-war reconstruction and ensuring its sustainable development.

Note. In certain cases, the artificial intelligence Copilot (Microsoft) was utilized for information retrieval, providing suggestions on the presentation and formatting of materials according to current requirements, and translating the abstract and list of references into English.

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