

Ministry of Education and Science of Ukraine
Sumy State University
Academic and Research Institute of Business, Economics and
Management
Lovely Professional University

Business Ethics and Leadership

Proceedings
of the International Scientific and Practical
Online-Conference

(Sumy, November 29-30, 2021)



Sumy
Sumy State University
2021

330.3:005(063)

S62

Editor-in-Chief

Prof., Dr. **Vasilyeva Tetyana**, Director of Academic and Research Institute of Business, Economics and Management, Sumy State University

Editorial Board:

As. Prof., Dr. **Tiutiunyk Inna**, Sumy State University, Ukraine;
PhD student **Us Yana**, Sumy State University, Ukraine;
Ph.D. **Mayboroda Tetyana**, Sumy State University, Ukraine;
Prof., Dr. **Hrytsenko Larysa**, Sumy State University, Ukraine;
As. Prof., Dr. **Karintseva Oleksandra**, Sumy State University, Ukraine;
Prof., Dr. **Kuzmenko Olga**, Sumy State University, Ukraine;
Prof., Dr. **Lyulyov Oleksiy**, Sumy State University, Ukraine;
Prof., Dr. **Petrushenko Yuriy**, Sumy State University, Ukraine;
Prof., Dr. **Rekunenko Ihor**, Sumy State University, Ukraine;
As. Prof., Ph.D. **Serpeninova Yulia**, Sumy State University, Ukraine;
As. Prof., Ph.D. **Megha Mehta**, Lovely Professional University, India;
Research Scholar **Megha Singh**, Lovely Professional University, India;
Prof., Ph.D. **Mridula Mishra**, Lovely Professional University, India;
Prof., Ph.D. **Rajesh Verma**, Lovely Professional University, India.

*Approved by the Academic Council of Sumy State University
(protocol № 4, 16 December 2021)*

S62 Business Ethics and Leadership: Proceedings of the International Scientific and Practical Online-Conference, Sumy, November 29-30, 2021 / edited by Prof., Dr. Vasilyeva Tetyana. – Sumy: Sumy State University, 2021. – 92 p.

The Proceedings contain the abstracts of the International Scientific and Practical Online-Conference "Business Ethics and Leadership" (Sumy, November 29-30, 2021).

For scientists, students, graduate students, representatives of business and public organizations and higher education institutions and a wide range of readers.

330.3:005(063)

© Sumy State University, 2021

TABLE OF CONTENTS

<i>Tetiana Vasilyeva, Olha Kuzmenko, Evgenia Bondarenko, Tetiana Dotsenko</i>	RELATIONSHIPS' FORMALIZATION OF THE AML RELEVANT FACTORS' DYNAMIC STABILITY: VAR-ANALYSIS	5
<i>Nalini Mishra, Shubhangi Sharma</i>	CORPORATE SOCIAL RESPONSIBILITY (CSR) AND SOCIAL ENTREPRENEURSHIP IS A NEED OF HOUR	11
<i>Tetyana Mayboroda, Daniela Chumakova</i>	ETHICAL LEADERSHIP AND BUSINESS COMMUNICATIONS	13
<i>Kashpur Sofiia, Myroshnychenko</i>	REGIONAL ENVIRONMENTAL GOVERNANCE: TRENDS AND KEY CHALLENGES	17
<i>Nataliia Bulavinova</i>	THE WAY TO ACHIEVE CARBON-FREE ECONOMY: CLUSTER ANALYSIS	21
<i>Khomutenko Ludmila, Malovaniy Maksim</i>	CURRENT GLOBAL TRENDS AND FEATURES OF THEIR IMPACT ON THE COMPETITIVENESS OF UKRAINE OVER THE NEXT FEW YEARS	26
<i>Rymar Viktoriia</i>	HARMONIZATION OF STAKEHOLDER`S INTERESTS AND EFFECTIVE COOPERATION IN TIMES OF INNOVATIONS AND BUSINESS TRANSFORMATION	28
<i>Zhang Heng</i>	CONSUMER PROTECTION IN THE CONTEXT OF ECONOMIC DIGITIZATION- EU	31
<i>Katarzyna Ziembowicz</i>	MOTIVATION OF EMPLOYEES IN THE ORGANIZATIONAL CHANGE MANAGEMENT	35
<i>Svitlana Chorna</i>	BASICS OF BEHAVIORAL ECONOMICS – INFLUENCING ECONOMIC DECISIONS	38
<i>Yevheniia Lavryk</i>	THE MAIN ASPECTS OF CUSTOMER- ORIENTED ENTERPRISE MANAGEMENT	42
<i>Tetyana Mayboroda, Anastasiia Kursenko</i>	CORPORATE SOCIAL RESPONSIBILITY IN UKRAINE: CURRENT STAGE AND CARLSBERG`S CASE STUDY OVERVIEW	46

<i>Valeriia Burnakova, Victoriia Shcherbachenko</i>	CORPORATE SOCIAL RESPONSIBILITY	51
<i>Kateryna Miroshnychenko, Viktoriia Shcherbachenko</i>	CHILD LABOR AS AN OBSTACLE TO EDUCATION	56
<i>Maksym Usok, Yana Us, Tetyana Pimonenko, Olexii Lyulyov,</i>	THE ROLE OF MODERN INFORMATION TECHNOLOGIES IN THE ENTERPRISE MARKETING ACTIVITY	60
<i>Aleksy Kwilinski Yevhen Nikitchenko, Larysa Hrytsenko</i>	ORGANIZATIONAL AND ECONOMIC SUPPORT FOR THE FOREIGN TRADE ACTIVITIES DEVELOPMENT OF UKRAINE BUSINESS STRUCTURES	66
<i>Yevheniia Ziabina</i>	CORPORATE SOCIAL RESPONSIBILITY IN HUMAN RESOURCES MANAGEMENT: BIBLIOMETRIC ANALYSIS	70
<i>Viktoriia Shkola, Maryna Domashenko</i>	GLOBAL INNOVATION PERFORMANCES AND TRENDS	74
<i>Victoria Bozhenko Karina Petrenko</i>	INFORMATION TECHNOLOGIES AND ARTIFICIAL INTELLIGENCE AS TOOLS TO COMBAT CORRUPTION	79
<i>Anjali Boyramboli</i>	MANAGEMENT OF HUMAN RESOURCES, MANAGEMENT, LEADERSHIP PSYCHOLOGY, ORGANIZATIONAL CULTURE, MOTIVATION, PROFESSIONAL ETHICS	84
<i>Anna Vorontsova, Limor Dahari</i>	PARADIGM OF INCLUSIVE EDUCATION AS SUSTAINABLE PHILOSOPHY OF SOCIAL CHANGE	86
<i>Oleksiy Mazurenko</i>	IMPLICATIONS OF SOCIAL FACTORS IN TAX COMPLIANCE BEHAVIOR: ETHICAL, MORAL, RELIGIOUS AND CULTURAL COMPONENTS	89

RELATIONSHIPS' FORMALIZATION OF THE AML RELEVANT FACTORS' DYNAMIC STABILITY: VAR-ANALYSIS

*Tetiana Vasilyeva, Dr., Prof.,
Olha Kuzmenko, Dr., Prof.,
Evgenia Bondarenko, Ph.D.,
Tetiana Dotsenko, Ph.D.*
Sumy State University, Ukraine

Global transformation processes, the spread of global economic ties and the introduction of new technologies in the financial sphere significantly increase the overall level of the international financial system's vulnerability. One of the major threats to any national economy is the problem of combating money laundering (AML – Anti-Money Laundering).

In recent decades, the issue of financial monitoring is very relevant in the scientific world (Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Letunovska et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021). Among the existing scientific works and practical recommendations on financial monitoring are identified scientists: Leonov, S., Yarovenko, H., Boiko, A., & Dotsenko, T. (Leonov et al., 2019) with a prototype information system for intrabank monitoring of operations related to money laundering; Bukhtiarova A., Semenog A., Razinkova M., Nebaba N. and Haber J. A. (Bukhtiarova et al., 2020) in whose work the process of evaluating the effectiveness of financial monitoring measures in Ukraine was studied; Lyulyov, O., Paliienko, M., Prasol, L., Vasilyeva, T., Kubatko, O., & Kubatko, V. (Lyulyov et al., 2021) on the outlet of the shadow economy in transition economies; Nguyen, T.A.N., Luong, T.T.H. (Nguyen et al., 2020), which investigate corruption and the shadow economy.

For the study, a statistical array of input indicators was created, presented in the form of panel data for the period from 2000 to 2021 in terms of 15 countries of the European Union: Austria, Belgium, Cyprus, Estonia, Finland, France, Greece, Ireland, Italy, Latvia, Malta, Netherlands, Portugal, Slovak Republic, Spain.

The study involves the following stages:

Stage 1. Statistical data collection and systematization for the intellectual analysis of dynamic stability of national financial monitoring system's subjects to actions on legalization of criminal incomes.

Stage 2. Input indicators' grouping into regressors and regressors and formation on the basis of selected regressors an integrated indicator of the country's financial system's propensity to ALM. Among the many indicators of the input statistical base formed in the first stage, it is proposed to consider as regressors: Index of economic freedom, Government Integrity, Monetary Sector credit to private sector (% GDP), while regressors are: Financial Freedom, Currency in Circulation (% GDP). Formation on the basis of the selected regressors of the integrated indicator of the characteristic of propensity of financial system of the country to ALM provides:

Stage 2.1. Normalization of regressors Financial Freedom (denote FF) and Currency in Circulation (% GDP) in order to bring to a comparable form using a nonlinear method using a logistics function.

Stage 2.2. Calculation of the integrated indicator of the country's financial system's propensity to ALM based on the value inverse to the arithmetic mean of the normalized levels of regressors Financial Freedom and Currency in Circulation (% GDP) (formula 1):

$$PFSALM_{ij} = 1 - \frac{ff_{ij}^n + cc_{ij}^n}{2} \quad (1)$$

where $PFSALM_{ij}$ - an integral indicator of the financial system's propensity of the country to ALM in terms of the i-th country for the j-th year; ff_{ij}^n - normalized value of the regression Financial Freedom in terms of the i-th country for the j-th year; cc_{ij}^n - normalized value of the regression Currency in Circulation (% GDP) in terms of the i-th country for the j-th year.

Stage 3. Analysis of the dynamic resilience of the national financial monitoring system's subjects to actions to legalize criminal proceeds based on a binary approach. At this stage, it is proposed to conduct both a spatial analysis of the resilience of the national financial monitoring systems' subjects for different countries to actions to legalize criminal proceeds, and an analysis of the resilience's dynamics. If the value of the propensity integral indicator of the country's financial system to the ALM level of 0.5, we can say about the instability, and in another case - about the stability (formula 2).

$$\begin{cases} \text{If } PFSALM_{ij} \geq 0.5, \text{ unstable} \\ \text{If } PFSALM_{ij} < 0.5, \text{ stable} \end{cases} \quad (2)$$

Stage 4. Identification of relevant factors' causality of dynamic stability / instability of the national financial monitoring system's subjects to actions on legalization of criminal incomes on the basis of the binary approach on the basis of

construction of model of vector autoregression (VAR) dependence of propensity of financial system to ALM, Government Integrity, Monetary Sector credit to private sector (% GDP) taking into account time lags for 15 considered countries. To implement this stage, it is proposed to use the EViews program Quick / Estimate VAR / VAR Type - Unrestricted VAR / Endogenous Variables - GI, IEF, MSCPS, PFSALM / Lag Interval for Endogenous - 1 and 2. system of the country to ALM (PFSALM_t) taking into account lag delays in one and two years, and as exogenous variables Index of economic freedom, Government Integrity, Monetary Sector credit to private sector (% GDP) taking into account time lags in one and two years respectively, GI_t, IEF_t, MSCPS_t) vector autoregression (VAR) model takes the form (formula 3):

$$\begin{aligned} \text{PFSALM}_t = & a_1 \cdot \text{GI}_{t-1} + a_2 \cdot \text{GI}_{t-2} + a_3 \cdot \text{IEF}_{t-1} + a_4 \cdot \text{IEF}_{t-2} \\ & + a_5 \cdot \text{MSCPS}_{t-1} + a_6 \cdot \text{MSCPS}_{t-2} + a_7 \\ & \cdot \text{PFSALM}_{t-1} + a_8 \cdot \text{PFSALM}_{t-2} + \varepsilon_t \end{aligned} \quad (3)$$

where A_1, A_2, \dots, A_p – constants, constant coefficients before lag endogenous variables; $\varepsilon_t - \varepsilon_t = (\varepsilon_{1t}, \varepsilon_{2t}, \dots, \varepsilon_{nt})^T$ white noise, dimension vector $n \times 1$.

Stage 5. Specific features' determination of dynamic stability / instability of the national financial monitoring system's subjects to actions on legalization of criminal incomes on the basis of propensity's dependence of the country's financial system to ALM on regressors Index of economic freedom, Government Integrity, Monetary Sector credit to private sector (% GDP) taking into account time lags for each of the 15 considered countries based on vector autoregression (VAR). In this stage, using vector autoregression tools, we will determine for each country which exogenous variables are significant and quantify their impact, as well as which lag delays explain the reflection of the country's financial system's propensity to ALM. Similar to the previous step, the EViews toolkit Quick / Estimate VAR / VAR Type - Unrestricted VAR / Endogenous Variables - GI, IEF, MSCPS, PFSALM / Lag Interval for Endogenous - 1 and 2 is used to implement this step.

As a result of the study, a method for estimating the integrated indicator of the country's financial system propensity to ALM was proposed, which allowed to adequately assess the existing financial monitoring systems of selected European Union countries for 2000-2020. financial system of the country to ALM from regressors Government Integrity, Index of economic freedom, Monetary Sector credit to private sector (% GDP) taking into account time lags as a whole and for each studied country separately. Because each country has its own unique set of exogenous factors that have a significant impact on the sustainability of its financial monitoring system, identifying and assessing their impact will help governments to

take such exogenous factors into account in anti-money laundering policies and to ensure growth. its effectiveness in the future.

The article was prepared based on the results of a research funded by the National Research Fund of Ukraine "Optimization and automation of financial monitoring processes to increase information security in Ukraine." (Registration number: 0120U104810).

References

- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Bukhtiarova A., Semenog A., Razinkova M., Nebaba N. and Haber J. A. (2020). Assessment of financial monitoring efficiency in the banking system of Ukraine. *Banks and Bank Systems*, 15(1), 98-106. doi:10.21511/bbs.15(1).2020.10
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>

- Leonov, S., Yarovenko, H., Boiko, A., & Dotsenko, T. (2019). Information system for monitoring banking transactions related to money laundering. Paper presented at the CEUR Workshop Proceedings, , 2422 297-307. Retrieved from <https://www.scopus.com/record/display.uri?eid=2-s2.0-85071081226&origin=resultslist>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Lyulyov, O., Paliienko, M., Prasol, L., Vasyliieva, T., Kubatko, O., & Kubatko, V. (2021). Determinants of shadow economy in transition countries: Economic and environmental aspects. *International Journal of Global Energy Issues*, 43(2-3), 166-182. Retrieved from <https://www.scopus.com/record/display.uri?eid=2-s2.0-85106862529&origin=resultslist>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019).
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019).
- Nguyen, T.A.N., Luong, T.T.H. (2020), “Corruption, Shadow Economy and Economic Growth: Evidence from Emerging and Developing Asian Economies”, *Montenegrin Journal of Economics*, Vol. 16, No. 4, pp. 85-94. DOI: 10.14254/1800-5845/2020.16-4.7.
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy.

- Financial Markets, Institutions and Risks, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

CORPORATE SOCIAL RESPONSIBILITY (CSR) AND SOCIAL ENTREPRENEURSHIP IS A NEED OF HOUR

*Nalini Mishra, Dr., As. Prof.,
Dhirendra Mahila Post Graduate College, India
Shubhangi Sharma, Learning Designer
Simplilearn Solutions Pvt. Ltd., India*

The link between businesses and society helps us to see that many things may be done to reduce the negative impacts of the current economic model while also increasing society's quality of life. One is Corporate Social Responsibility, which is the result of company ethical reflection based on interdependence and reciprocity with society and the other is Social Entrepreneurship, which is intended to meet common needs resulting from the economic system. Both paths are closely related to the creation of sustainable social value but do not get there in the same way, so both are required.

Corporate social responsibility (CSR) is a sort of self-regulation practised by businesses to become socially responsible. There is no single "correct" way for businesses to engage in CSR; numerous corporate CSR projects aim to benefit the public, the economy, or the environment. Employees and customers value working for and spending money with companies that promote CSR in today's socially conscious climate.

The practice of identifying and pursuing possibilities to provide social impact is known as social entrepreneurship. Social entrepreneurs are resourceful, imaginative, and goal-oriented. They design strategies that optimise their social impact by drawing on the best thinking from both the commercial and charity worlds.

People are willing to pay or invest in more ethical organisations; these effects on views that occur in Stake Holders from outside the company, also occur in their employees, who exhibit higher loyalty to companies that have committed behaviour. To summarise, well-managed Corporate Social Responsibility may connect societal expectations with the firm's corporate objectives and strategy, while also helping the organisation to enhance all of its processes. The goals of Social Entrepreneurship and Corporate Social Responsibility are to benefit society in general and to create social value in particular. CSR is reactive, but a social enterprise is proactive in its approach to social change. A social enterprise's business concept is built upon doing good. It is woven into the fabric of the company and forms part of its foundation. A CSR programme, on the other hand, is just a way for businesses to make a positive social effect through their existing activities.

Entrepreneurship and corporate social responsibility exist to examine common needs, economic and social concerns, and to develop solutions to meet

those requirements while also improving society's quality. Commercial entrepreneurs should focus on both economic and social issues, but their primary goal should be to achieve financial independence through investments and the creation of value for stakeholders. Yet, corporate social responsibility has undeniable effects on both society and enterprises; however, this practice is contingent on the company's willingness to participate, which is up to the managers and shareholders' decision. The business model and tactics are built on the competencies of entrepreneurs and are geared at achieving goals for the benefit of society and building a brand image rather than maximising profits. Corporate social responsibility has a well-defined brand and conceptual approach, and its impact on social opportunities is undeniable.

ETHICAL LEADERSHIP AND BUSINESS COMMUNICATIONS

*Tetyana Mayboroda, Ph.D., senior lecturer,
Daniela Chumakova, student
Sumy State University, Ukraine*

Being an ethical leader in the organisation means to do business according to your moral principles, as well as being aware of the complexity of some ethical issues, to be sensitive to the different views of your employees, and managing the conflicts that may arise from them. The purpose of leadership involves more than just getting a job done. It involves getting it done in a certain way (Plecas et al., 2018; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Hrytsenko et al., 2021; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Biewendt et al., 2021; Niftiyev et al., 2021). Ethical leadership is about creating a culture in which people do the right things. Ethics is specific moral principles that set human behaviour. The goal of this article is to point the main features of the leader who effectively spread the ethical principles through the organisation.

A good leader is someone who embraces and consistently demonstrates a broad range of leadership attributes as a foundation for the way in which they work to get a job done (Plecas et al., 2018; Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021).

An ethical framework helps the leader and the organization make decisions and start doing something according to the plan, rather than constantly choose the way of solving the situation from the wide range of different variants. The framework will not give ethical leaders a clear decision every time, but it makes it easier to analyze a situation and to find a solution according to the sustained principles.

The best way to build an ethical foundation requires you to follow a few simple steps (Letunovska et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a). First, a leader's ethical framework has to correspond to the principles of the organization he leads. Also it is encouraged to place the vision and mission of the organization at the center of decision making. Consequently, the basis for structure and decision making in the organisation should always meet the organization's mission statement and existing structure. Leaders need to model the behavior they expect of others, which means they must demonstrate and communicate clear values for both themselves and their organization and be ethical in all their dealings (Kolzow, 2014).

Another important step is to ensure that the ethical framework is visible for the employees and becomes a part of a wider discussion within the company. Ethical leadership has to be explained. Employees have the right to understand why decisions are made exactly as they are, and to express their points of view on this matter.

According to Dennis Haley, communication is one of seven crucial skills of leadership (Haley, 2018). So for the successful manager it is important to take into account different thoughts and opinions and to let them influence on the ethical framework of the organisation. It should be a shared process. This means that ethical leadership encourages and empowers others to take the lead. It also comes with the mentoring issue that allows people to experience the challenges of the leadership.

Business communication is aimed at harmonizing the efforts of people in order to build relationships and achieve a common result. In business communication, a person sets the task of persuading a partner to accept specific proposals, push a partner to take specific actions, provide the necessary information, stimulate the partner to take into account his interests in his actions, etc. Business communication is a necessary part of human life, the most important type of relationship between people. The regulator of these relations are ethical norms.

The regulation of moral relations, not specified in the legislation, in organizations occurs with the help of ethical standards. Ethical standards are the values and rules of ethics that employees should adhere to their activities. The rules contain rights, obligations and liability for failure to fulfill obligations or excess of rights.

The rules prohibit discrimination on the following grounds: race, language, skin color, religion, gender, sexual orientation, age, nationality, disability, work experience, convictions, political views, education, social origin, property status, etc.

The activity of any organization becomes more effective when it is managed by special ethical rules based on human moral values, but at the same time taking into account the specific conditions of the organization. It is called professional ethics.

Thus, business ethics is a system of norms and relationships between various aspects of business, as well as the social responsibility of entrepreneurs in relation to the internal and external environment. Compliance with ethical standards is one of the main criteria for assessing the professionalism of both an individual employee and the organization itself.

References

- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>

- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Haley, D. (2018). The 7 Crucial Skills of Leadership: How to Master What You Need to Succeed. Available at: https://www.academyleadership.com/brochures/AcademyLeadership_7CrucialSkills.pdf
- Hrytsenko, L., Boiarko, I., Tverezovska, O., Polcyn, J., & Miskiewicz, R. (2021). Risk-Management of Public-Private Partnership Innovation Projects. *Marketing and Management of Innovations*, 2, 155-165. <http://doi.org/10.21272/mmi.2021.2-13>
<https://cjr.ufv.ca/wp-content/uploads/2018/02/Essentials-of-Leadership-book-2nd-Ed-web.pdf>
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kolzow, D.R. (2014). Leading from within: Building Organizational Leadership Capacity. Available at: https://www.iedconline.org/clientuploads/Downloads/edrp/Leading_from_Within.pdf
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)

- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. Marketing and Management of Innovations, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Plecas, D., Squires, C., Garis, L. (2018). The Essentials of Leadership in Government Understanding the Basics. Available at:
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. Marketing and Management of Innovations, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

REGIONAL ENVIRONMENTAL GOVERNANCE: TRENDS AND KEY CHALLENGES

*Kashpur Sofiia, student,
Iuliia Myroshnychenko, Ph.D., As. Prof.
Sumy State University, Ukraine*

The environmental component of economic development is based on the concept of sustainable development, which is reflected in the guidelines of global "green growth". In recent decades, the attention of scientists, politicians and representatives of various institutions has increasingly focused on the transboundary level of the environmental crisis, mainly due to global warming and biodiversity loss. Environmental policy and economic levers of its justification are enshrined in relevant documents expressing the policy of states and individual regions to ensure environmental protection, in particular in the documents: 2030 Agenda for Sustainable Development (UN, 2015), A European Green Deal (2020) and others. At the same time, regional initiatives are important structural elements for planning and implementing effective programs and projects.

Regional environmental governance is attracting increasing attention from researchers and regional development policymakers and practitioners (2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Hrytsenko et al., 2021; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Letunovska et al., 2020; Prudnikov and Nazarenko, 2021). As the term "region" has different interpretations in different disciplines, the analytical and empirical scope of research on regional environmental governance differs significantly. We propose a consolidated definition of regional environmental governance as "vertical and horizontal coordination of regional environmental transformation processes outside the administrative boundaries of the state in order to achieve sustainable development goals." Regional environmental agreements are increasingly pointing to a certain eco-territoriality, non-state or sub-state stakeholders increasingly complement public actors, and research is expanding beyond purely environmental issues to cover broader concepts of sustainable development (Balsiger et al., 2011; Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021).

To select trends in regional environmental governance research, we have choose the Scopus® database, which contains bibliographic information on scientific publications in peer-reviewed journals, books and conferences. The sample of publications was obtained by the search term "regional environmental governance"

or “regional environmental policy” in the titles of articles, short descriptions and keywords without a filter for fields of knowledge. In total, the initial sample was 146 publications for 1995-2021. Visualization of the conceptual network is presented in Fig. 1. Visualization of the thematic variation of publications was carried out on the basis of using the program VOSviewer (version 1.6.17). The thematic variation of publications was carried out with a frequency of ≥ 3 .

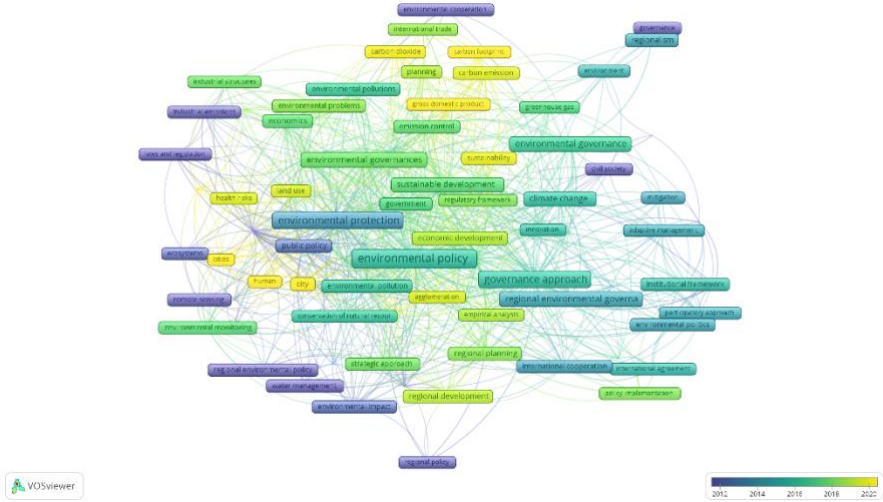


Figure 1 - Clusters of research on TITLE-ABS-KEY filters "regional environmental governance" or "regional environmental policy" according to the Scopus® database, 1995-2021.

The application of software has identified the following key trends: adaptive management to new socio-environmental challenges, improving regulatory standards for natural resources, taking into account the COVID-19 pandemic and global warming, developing new infrastructure to reduce energy consumption and transition to renewables, energy, plant-based diets, net-zero initiatives and water conservation at the regional level. The main task of developing regional environmental management is to create legal, socio-economic and political prerequisites for sustainable development.

References

A UN General Assembly, Transforming our world: the 2030 Agenda for Sustainable Development, 21 October 2015, A/RES/70/1. Retrieved from <https://www.refworld.org/docid/57b6e3e44.html>

- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Balsiger, Jörg & Debarbieux, Bernard. (2011). Major challenges in regional environmental governance research and practice. *Procedia - Social and Behavioral Sciences*. 14. 1-8. doi:10.1016/j.sbspro.2011.03.010
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- European Green Deal (2020). European Commission. Retrieved from https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Hrytsenko, L., Boiarko, I., Tverezovska, O., Polcyn, J., & Miskiewicz, R. (2021). Risk-Management of Public-Private Partnership Innovation Projects. *Marketing and Management of Innovations*, 2, 155-165. <http://doi.org/10.21272/mmi.2021.2-13>
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)

- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. Marketing and Management of Innovations, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

THE WAY TO ACHIEVE CARBON-FREE ECONOMY: CLUSTER ANALYSIS

*Nataliia Bulavinova, PhD student,
Sumy State University, Ukraine*

Due to global climate change and the aggravated environmental situation, the challenge is to address all ecological risks for present and future generations' regular and safe functioning. In 2015, after the UN New York Summit on Sustainable Development, more and more researchers were taking a green course to address global issues. Almost all 17 Sustainable Development Goals are related to or dependent on climate change and the environmental situation. Therefore, today the direction of achieving a carbon-free economy is gaining popularity (Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Letunovska et al., 2020). The study of the topic is relatively young and needs careful consideration (Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021). In particular, not only the policy of formation of a carbon-free economy but also its financing. The evolution of research views is in the works of many scientists. According to McKinsey & Company (2016), funding for achieving the Goals is estimated to require between 4.7 and 6.7 trillion euros annually from 2016 to 2030.

Chose Scopus bibliometric platform and VOSviewer software for detailed study and cluster analysis of research topics. Studies of how to achieve a carbon-free economy are considered in terms of funding (Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemliche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020).

All publication data were analyzed by area:

- division of documents on the research topic;
- visualization of terminological disclosure of topics;
- cluster analysis of terms.

The search was conducted on the topics listed in the Table 1

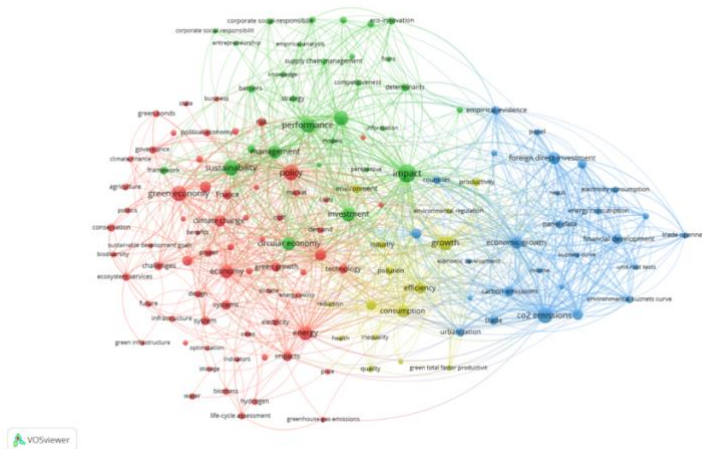
According to Table 1, financial research is relatively new and requires detailed study. So for further analysis by keywords in the bibliometric platform, Scopus has selected 1527 documents from 2012 to 2022.

For a more detailed study of the topics, there is a need to cluster the scope of research. Clustering analysis was performed using VOSviewer software and presented in Fig. 2.

**Table 1 Division of documents on the research topic
(as of the beginning of December 2021)**

Keywords	Number of documents
carbon-free economy	233
investing green economy	144
investment green economy	1540
financing carbon-free economy	3
sustainability carbon-free economy	17
responsible investing green economy	12
investment carbon-free economy	22
financing green economy	2
Total	1973

Source: compiled by Scopus.



**Fig.2 Visualization map of terminological disclosure of carbon-free economy
in selected studies**

Source: compiled by VOSviewer.

According to the data obtained and Figure 2. we can say that 98 terms are repeated more than 20 times, and the study of financial instruments on the carbon-free economy is divided into 4 clusters, which are analyzed in Table 2.

Cluster analysis shows four areas in selected studies that interact with each other and are separate research topics. In particular:

1. "Red" cluster (generalizing) - aimed at integrating all research into a new economic round, which will provide solutions to environmental and climate risks.

2."Green" cluster (implementation) - the basis of the research is the financial security of economic growth on the path to sustainable development.

3."Blue" cluster (empirical) - examines carbon emissions and their impact on all environmental processes and efforts to overcome the problem by seeking funding.

4."Yellow" cluster (methodological) - research aimed at methodological support and understanding the integration of environmental and climate issues into the economy.

Table 2 Cluster analysis of the structure of research topics according to the visualization map

Cluster	Color	Central term	No. of key terms	Binders are key deadlines
1	Red	Green economy	65	economy, policy, energy, climate change, model
2	Green	Impact	30	performance, investment, management, sustainability
3	Blue	CO2 emissions	27	foreign direct investment, energy efficiency, financial development
4	Yellow	Growth	15	productivity, efficiency, consumption, environment

Source: compiled by the author.

According to the visualization map and specific clusters, it can be stated that there is a relatively wide range of research on the subject. The most studied is the red cluster, which combines 65 key terms. But the vector of financing a carbon-free economy is solved in a green cluster that has 30 keywords. This is where strategies, models, investments, and sustainable development are considered. This allows you to take a closer look at financial priorities in achieving a carbon-free economy.

Thus, the study presents the results of the visualization and cluster analysis of the carbon-free economy and the financial vector in it. Also :

- the most and most minor studied vectors of the carbon-free economy were identified by dividing the documents by subject;
- four clusters were obtained by visualization of terms: generalizing, providing, empirical and methodological. This allowed us to outline the vectors of the practice of international research;
- visualization and cluster analysis helped to identify the supply cluster as a priority for further research.

In general, the study showed that it is entirely appropriate to use the bibliometric database Scopus and VOSviewer software to analyze many academic publications, identify trends, and further research.

References

- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- McKinsey & Company (2016). Financing change: How to mobilize private sector financing for sustainable infrastructure Center for Business and Environment. [URL:https://newclimateconomy.report/workingpapers/workingpaper/financinghow-to-mobilize-private-sector-financing-for-sustainable-infrastructure/](https://newclimateconomy.report/workingpapers/workingpaper/financinghow-to-mobilize-private-sector-financing-for-sustainable-infrastructure/)
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)

- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

CURRENT GLOBAL TRENDS AND FEATURES OF THEIR IMPACT ON THE COMPETITIVENESS OF UKRAINE OVER THE NEXT FEW YEARS

*Khomutenko Ludmila, Ph.D., Associate professor,
Malovaniy Maksim, student
Sumy State University, Ukraine*

Our world is being greatly transformed. All these qualitative global transformations are connected with the development of globalization processes and the conversion of the economies of post-industrial countries. The essence of these trends is seen as a significant liberalization of foreign economic relations, when the resources and markets of specific countries are growing more and more and, as a result, they are changing global markets.

The first global trend in a rapid society transformation is a change from the High-Tech era to the High-Hume era. High-Hume technologies can be defined as the research, analytical, information, organization actions, in which a pattern of their performance and assessment can be traced, but the constituents of this humanitarian pattern do not have clear definitions and are not subject to mathematical assessment (Kiseleva, 2019). As a result, the development of high technology will gradually be replaced by the development of high humanitarian technologies aimed at revealing the individual talents and collective capabilities of people. The man is put at the center of the economic processes, so he increases the value of intellectual capital. The disadvantage of this trend is the risk of loss of individual consciousness and instead of an individual personality will be mass consciousness.

The next trend is the integration. It remains highly controversial due to the rise of protectionism in various ways, as government control or transnational corporations. However, as we may observe, the forms of interaction of global alliances are already implemented quite actively.

The third trend is digitization of the economy. Nowadays, it is perceived by most research centers as the main source of economic growth. It would be the digital transformation that will change most spheres: industry, trade, digital capital, transport and logistics, agriculture, digital media, energy, new market models (sharing economy, crowdsourcing, etc.). However, the consequences of this trend are related to various economic aspects, such as the transformation of the labor market, the growth of the income gap and social stratification, the growing influence of individuals (not even structures) on the processes of digital transformation of the world economy, increase in cyber dependence, etc.

The last but not least, is the growth of anthropogenic pressure on the environment. This trend refers to the growing impact of human activities on the environment, such as reduced access to natural resources, the development of

renewable energy and nanotechnology industries and, consequently, growing inequality in the distribution of income from new energy production technologies, economic consequences of oceans' pollution, unforeseen adverse effects of technological advances, etc. As a result, we would spend great funds on conservation of natural energy resources and have attempts to renew some of them (Pronkina and Gavrish, 2018).

Taking into consideration all mentioned trends, we need to say that they raise a huge number of issues: both in terms of changes in the economic structure of the world and in terms of the risks that provoke these changes. In addition, social and ethical challenges are exacerbated. In any case, the conclusion that can be drawn from this is that countries are living in a very dynamic time with very complex challenges, as evidenced by the increased attention to the problem of global development. Global trends are reflected at the individual level even faster than at the national level.

Today it is almost an axiom that the most important competitive advantage of Ukraine is concentrated mainly in the agro-industrial, transport and educational spheres. As practice shows, the fact of recognizing this is no longer enough. The global aim for Ukraine is to focus reforms and resource potential on using these competitive advantages to occupy leader positions in the global market. At the same time, the initial step is to develop a mechanism for building an appropriate way to the top of the world economy in these areas. As we can see from current events, the important component of this mechanism should be well-paid jobs and as an example we should take the European scheme of work payment (Kurilyak and Savelev, 2012). In conclusion, the above global trends have the greatest impact on Ukraine's economy and, accordingly, its competitiveness now and in the coming years. The government and the people of Ukraine must choose one direction and deal with all problems like one mechanism, without any hesitations.

References

- Kiseleva, L. (2019). Leadership in the Era of High-Hume. Available at: <https://www.springerprofessional.de/en/leadership-in-the-era-of-high-hume/16677554>
- Pronkina, L., Gavrish, O. (2018). Status and prospects of competitiveness of Ukraine's economy, *Economics and Society*, 16, 9-13.
- Kurilyak, V., and Savelev, E. (2012). The impact of globalization on the economic development of Ukraine. *Economics of Ukraine*, 9, 57-69.

HARMONIZATION OF STAKEHOLDER'S INTERESTS AND EFFECTIVE COOPERATION IN TIMES OF INNOVATIONS AND BUSINESS TRANSFORMATION

*Rymar Viktoriia, PhD student
Sumy State University, Ukraine*

In times of accelerated globalization processes and during the height of the Fourth Industrial Revolution the speed of economic transformation processes has been increased tremendously. And Covid 19 crisis hasn't suspended these trends. On the other hand, it pushed most of e-based industries and made market conditions in all other industries even more severe. Today's economic environment forces business to become agile and innovative in order to overcome all emerging challenges and remain competitive.

Most businesses understand the necessary of transformations and technological enhancement and they gradually implement new technologies and approaches into their business processes (McKinsey & Company, 2020). But unfortunately, such a partial injections of innovations can never be effective enough for overcoming all the challenges and meeting actual needs of the market. A real competitive advantage shift often requires a radical transformation of the existing organizational structure and business models to adapt to the new market realities.

Radical transformation of the existing organizational structure is a very complex and risky task for the business to go through. The biggest issue here is not in investment intensiveness of its realization, but a transformation of the existing mindsets of all the parties who less or more involved into the business maintenance. Radical transformation always touches interests of the business stakeholders. And this problem comes even more sharpen in large, complex companies that have more aligned and rigid organizational structure with globally-dispersed stakeholder networks and a lower appetite for risk (Ramachandran, 2020).

Qualitative transformations and implementation of any new innovation requires active engagement of stakeholders and their effective cooperation is crucial. Apart from a well prepared strategic plan of transformation there should be done a solid work toward stakeholders management and harmonization of their interest (Albats, 2020).

Next to the central goals and needs of the business, there are individual goals and needs of stackeholders, which not always one-way facing with the one mentioned above. The worlds business ethics has evolved significantly and became more democratic and transparent over the last few decades. That is why dictatorship and unconditional subordination no longer effective when it comes to the establishment of the new business rules and processes. Moreover, neglection of the

emerging conflicts of interests and misunderstanding between stakeholders can be very disruptive, especially when it became repetitive.

An effective cooperation of the stakeholders in business transformation activities can only take place when all the stakeholders support business transformation activities (Albats, 2021). But stakeholders can often resist business transformation. Therefore, the main goal of the stakeholder management is often aimed to eliminate such a resistance and turn resisters into supporters.

Harmonization of stakeholders interests requires a thoughtful analysis of their needs and possible reasons for them to resist certain business transformation. Stakeholders analysis can help identify rational, irrational, interpersonal and a lot issues with different nature that can spoil their cooperation. There are a lot of possible reasons that can cause stakeholders opposition. The most common reasons are:

- possible negative effect of the innovations and business transformations on their personal interests;
- discomfort with uncertainty;
- lack of understanding of the necessity of the upcoming changes, or treating it as inappropriate;
- misunderstanding between stakeholders;
- lack of flexibility;
- upcoming transformation can go against previously agreed terms/objectives/strategy;
- disagreement with the way the transformation is being managed or disagreement with timing;
- negative experience with changes in the past, etc.

Prompt identification and illumination of the real reasons for disregarding helps building a positive attitude to changes among stakeholders and setting up conducive conditions for serious transformation and the sustainable development.

The most popular techniques of the stakeholder analysis that helps to build approaches to the harmonization of the stakeholders interests is RASCI model, that is mostly used in project management. This model stipulates identification of the level of influence and impact of different stakeholders to the project, and attributing stakeholders to the different categories regarding the way they should be treated. It helps coordinating stakeholder`s support, involving them into the project and get ahead of possible negative reactions. Along with that model, a various conflict identification and mitigation techniques can be used, such as collaboration, that helps turning existing conflicts of interests into win-win situations.

Another activity that can help boosting effective cooperation of the stakeholders towards business transformations is managing of stakeholders motivation. Rising of the stakeholders motivation also requires prior analysis of their interest and needs, their personality types and ambitions. Here can be used such

theories like Herzberg's two factor theory, Maslow's theory, McClelland's theory, Vroom's theory of expectancy and etc. Most of them can help prepare a proper wording and ways to present and "sell" ideas, goals and perspectives of needed business transformations and innovations.

To sum up, harmonization of stakeholders interests and effective cooperation in times of innovations and business transformations require practising three main activities: stakeholder analysis, mitigation of conflicts of interests and motivation of the stakeholders. These activities can help business leaders build up more agile organizational systems inside their companies and perform a significant transformations that can help their businesses catching rapidly changing market needs, outpace competitors and pioneer innovations.

References

- McKinsey & Company. (2020, June 17). Innovation in a crisis: Why it is more critical than ever
- Ramachandran R. (2020). Stakeholder Management and Innovation. SSRN Electronic Journal. <https://dx.doi.org/10.2139/ssrn.3559471>
- Albats, E., Alexander, A., Mahdad, M., Miller, K., & Post, G. (2020). Stakeholder management in SME open innovation: interdependences and strategic actions. *Journal of Business Research*, 119, 291-301. <https://doi.org/10.1016/j.jbusres.2019.07.038>
- Ekaterina Albats, Daria Podmetina & Wim Vanhaverbeke (2021) Open innovation in SMEs: A process view towards business model innovation, *Journal of Small Business Management*, DOI: 10.1080/00472778.2021.1913595

CONSUMER PROTECTION IN THE CONTEXT OF ECONOMIC DIGITIZATION-EU

*Zhang Heng, PhD student
Sumy State University, Ukraine*

In the e-commerce management system established by the European Union, EU legislators consciously advocate and create a non-legal normative system while formulating laws and regulations. As far as its scope of regulation is concerned, this system involves matters related to establishing the trust of enterprises and consumers in e-commerce, that is, focusing on the relationship between enterprises and consumers in e-commerce, and the foundation is still the four free circulation of the EU internal market (Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021).

. The principle and purpose is also to ensure the smooth operation of the EU's internal e-commerce market. The difference is that the content and means of the non-legal norm system are not legislation, but through the establishment of a non-litigation dispute resolution mechanism, an industry self-discipline mechanism, and a government-industry cooperation management mechanism, (UNSPECIFIED, 1998) and the implementation of a series of widely observed non-legal norms and standards, with a view to Find a convenient and effective management mechanism and dispute prevention and resolution mechanism in dealing with the B2C legal relationship in e-commerce, so as to protect the rights and interests of consumers, promote consumers' participation in e-commerce, and promote the development of e-commerce. It can be seen that the non-legal normative content in the EU's e-commerce management system is actually an extension and expansion of legislative efforts. It is an indispensable content in the formulation of legal norms and forms a unified organic whole with the legal normative content. , Is a necessary supplement to the legal norms. The two have the same basis and the same goal orientation, but the form and mechanism of action are different, which together constitute the European Union's e-commerce management system, reflecting the characteristics of the European Union in this respect.

In today's era, the achievements of digital information technology and network technology are rapidly changing people's daily lives, and fundamental changes have taken place in the way people understand information, communicate with each other, and consume in life (Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020). The global coverage of the Internet has overcome the limitations of time and space in the traditional service industry, and has realized a truly globally integrated market system; while the application of digital technology has created and developed a new

generation of products and services based on digital information. The combination of digital products and services and network technology has given birth to the darling of the new era of e-commerce (Us et al., 2020; Letunovska et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021). The service industry of the information society with e-commerce as the main body has not only changed the form of service provision and consumption, but also caused important changes in the relationship between service providers and consumers. From the consumer's point of view, the convenience that e-commerce brings or can bring to their consumption is obvious. In short, it can be summarized into four aspects: More convenient service: Consumers can use high-speed and high-power transmission Means to purchase goods and services anytime, anywhere, and enjoy convenient and efficient services without leaving home. Lower prices: Consumers can use the open and transparent price competition mechanism in e-commerce to obtain high-quality goods and services at a low price. More diversified choices: Consumers can compare and screen a richer variety of commodity and service information through powerful information retrieval services to obtain satisfactory commodities and services (Yongping, 2002). More economical consumption: online transactions are more time-saving in payment and settlement, more personalized in service provision, and not restricted by time and space, making consumers' consumption behavior more economical and effective from the comprehensive index rate.

References

- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>

- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020).
- Khalik, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019).
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019).
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)

- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- UNSPECIFIED (1998). *Globalisation and the information society. The need for strengthened international coordination. Communication from the Commission to the Council, the European Parliament, the Economic and Social Committee and the Committee of the Regions. COM (98) 50 final, 4 February 1998.* [EU Commission - COM Document].
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Xiao Yongping (2002). *Research on the Unification of Private International Law of the European Union*. Wuhan University Press.
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

MOTIVATION OF EMPLOYEES IN THE ORGANIZATIONAL CHANGE MANAGEMENT

*Katarzyna Ziembowicz, Master,
Maria Curie-Skłodowska University, Poland
John Paul II Catholic University of Lublin, Poland*

The aim of the article is to identify the role and importance of motivating employees in the conditions of change and to indicate the special responsibility of leaders in the process of motivating subordinates. The author shows that the challenges related to effective motivation in contemporary organizations are very big.

Motivation is an internal process. It is a condition inside us that desires a change, either in the self or the environment. The essence of motivation is energized and persistent goal-directed behavior. When people are motivated, they move and take action (Reeve, 2015). On the other hand, motivation consists in influencing the behavior of employees through such impulses that will be transformed by them into action in accordance with the goals of the company (Kopertyńska, 2008). Employee motivation influences their commitment. A committed employee is emotionally involved in the company. This has an impact on his behavior towards the organization and on his motivation to work. Managers should start with getting to know the individual needs of their subordinates and motivate them in such a way that together they can shape a favorable image of the company and constantly increase efficiency. To achieve this, measures of motivation should be used appropriately for each employee (Sekula, 2008).

Organizational change management practitioners have identified the factors that shape the employee's assessment of change (Burke, 2002). In this study, the author focuses in particular on changes inside the organization and role of managers in the acceptance of changes by employees. Making change requires the ability to switch between leadership styles to suit different situations and solve employee problems (Kister, 2013). Organizational change includes such areas as structure, processes, technology, products, services, culture. Each type of shift involves multiple lines of reporting at all levels of the organization and creates different complexities for employees and challenges for leaders. Therefore, certain types of change require certain leadership behaviors to ease resistance and generate excitement and support (Rogers, 2003).

Having change management skills has been linked to achieving a successful organizational change. The skills of leaders are manifested in activities, structures and processes. Leadership theories encompass frameworks such as trait, behavioral, and contemporary theories. The leadership trait theory distinguishes a set of psychological traits that all successful leaders possess (Ilies et al., 2006). Leadership

skills, presented below, have a positive impact on the organization's success rates (Gilley, 2005).

The first essential skill of a leader in conditions of change is coaching. It is based on feedback and communication in order to maximize the strengths of employees and minimize their weaknesses (Hill, 2004). The result of coaching is to improve the efficiency and resilience of employees, which positively affects the success of the organization, improves cooperation and results (Hudson, 1999).

In an organizational context, a leader's ability to persuade and influence employees to work in a common direction reflects his or her talent to motivate. A leader's ability to influence is based on skills and on the motivation level of the employee. Highly skilled managers organize and provide a motivating environment: communicate effectively, address employees' questions, create new ideas, commit employees to action, and provide follow-up to overcome motivational problems (Hebda et al., 2007).

Great leaders can secure desired results through a compensation and reward philosophy that recognizes employees for the good performance. An effective compensation and reward attitude takes into account the dynamic nature of the organization's change initiatives and allows the company to establish the right course (Condrey et al., 2006). In the result, effective compensation and rewards are dynamic and changeable. Reward programs that help organizations achieve specific change goals such as greater creativity, innovative products, competitiveness, collaboration and teamwork, employee commitment and loyalty, long-term plans, and continual learning and application of new skills are positively related to organizational goal achievement.

Leading change requires the use of communication skills to deliver solicit feedback, create readiness for change and motivate recipients to act. Communication can be an effective tool for motivating employees. An appropriate communication provide employees with an appropriate feedback and what helps them to make better decisions and prepares them for a change (Saunders, 1999).

Leaders play a key role in implementing and managing changes. Their approach determines whether the change program will be successful or not. Good leaders recognize the team as a whole and inspire it to achieve the best results and stay oriented for the future. The described skills and leadership abilities are essential for a successful organizational change. Organizational leaders who deal with issues of motivation and communication have a better chance of successfully implementing change. Conscious and disciplined action of the management helps companies to effectively implement changes and achieve success. Effective leaders engage their motivational and communication skills and translate them into explicit behaviors to positively influence change initiatives.

References

- Burke, W.W. (2002). *Organization change: Theory and practice*. Thousand Oaks, CA: Sage.
- Condrey, S. E., McCoy, C. L., & Fleury, J. M. (2006). Compensation: Choosing and using the best system for your organization. In R. R. Sims (Ed.), *Human resource management: Contemporary issues, challenges, and opportunities*. Charlotte, NC: Information Age Publishing.
- Gilley, A. (2005). *The manager as change leader*. Westport, CT: Praeger.
- Hebda, J. M., Vojak, B. A., Griffin, A., & Price, R. L. (2007). *Motivating technical visionaries in large American companies*. IEEE Transactions on Engineering Management, 54(3).
- Hill, L. A. (2004). *New manager development for the 21st century*. Academy of Management Executive, 18(3).
- Hudson, F. M. (1999). *The handbook of coaching: A comprehensive resource guide for managers, executives, consultants, and human resource professionals*. San Francisco: Jossey-Bass.
- Ilies, R., Scott, B. A., & Judge, T. A. (2006). *The interactive effects of personal traits and experienced states on intra-individual patterns of citizenship behavior*. Academy of Management Journal, 49(3).
- Kister A. (2013). *Metodologia badań zapotrzebowania na wiedzę menedżerską*. In Z. Nęcki (Ed.), *Postawy personelu medycznego wobec zarządzania szpitalem*, Kraków: Wydawnictwo Uniwersytetu Jagiellońskiego.
- Kopertyńska, M. (2008). *Motywowanie pracowników. Teoria i praktyka*. Warszawa: Placet.
- Reeve, J. (2015). *Understanding motivation and emotion* (6th ed.). Hoboken, NJ: Wiley.
- Rogers, E. M. (2003). *Diffusion of innovations* (4th ed.). New York: Free Press.
- Saunders, R. (1999). *Communicating change*. Harvard Management Communication Letter, 8(1).
- Sekula, Z. (2008). *Motywowanie do pracy. Teorie i instrumenty*. Warszawa: PWE.

BASICS OF BEHAVIORAL ECONOMICS – INFLUENCING ECONOMIC DECISIONS

*Svitlana Chorna, PhD student,
Sumy State University, Ukraine*

Economics is the science that studies the behavior of economic agents within a deficit. The main actors are households (people), companies (legal entities), the state (government and government agencies).

Certain causal mechanisms affect the behavior of the subjects of economic relations of the world (Figure 1).

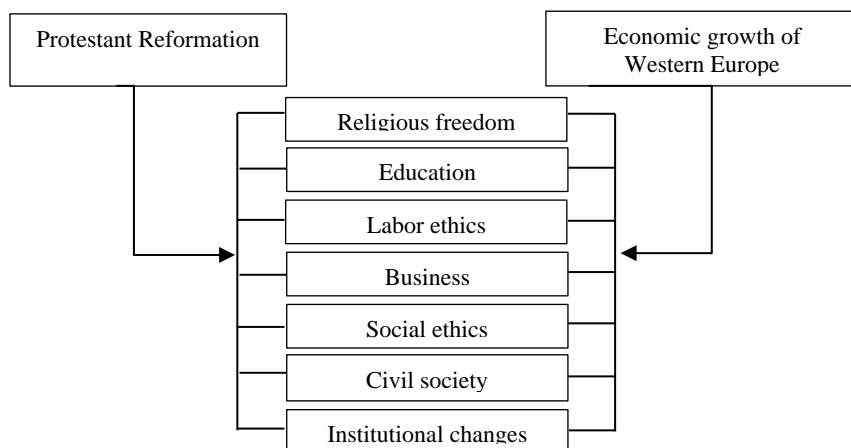


Figure 1 – Causal mechanisms of influencing the economic decisions of the subjects of economic relations (Samek ra Sheremeta, 2017)

The Reformation in Europe was a success for the development of many countries, which gave Ukraine a chance (Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021).

Existing economic research in this area aims to identify cause-and-effect relationships, not just correlations of behavior. Three methods determine causality: theoretical methods, empirical (statistical) methods, experimental methods.

Proponents of the first theoretical method are Paul Samuelson and John Nash. This method is implemented using such analysis methods as assumptions, theoretical analysis and forecast. Examples of theoretical methods are general equilibrium, game theory, agent modeling, linear and nonlinear programming, dynamic optimization, simulation and others (Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Letunovska et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021).

Representatives of empirical methods are Steve Levitt, James Hackman. The main empirical methods are hypothesis, data, statistical analysis. Examples of empirical methods: multivariate regression analysis, instrumental variables, regression gap, difference method, selection model (Heckman), etc.

Vernon Smith and Richard Thaler studied experimental methods. These are hypothesis, experiment planning (randomization, manipulation, procedures, laboratory or chin), data analysis (non-parametric tests, regression). Chain of conducting an economic experiment: set a goal → develop a design → randomize a sample → experiment → pay participants.

Behavioral economics is the science that studies the actual behavior of economic agents and the corresponding psychological factors that influence economic behavior. Each entity chooses a lifelong consumption strategy to maximize the currently expected utility.

Using the function of social utility can explain: why people do charity – altruism (Otoni-Wilhelm et al., 2017), status (Samek та Sheremeta, 2017); what motivates people in the workplace – relative earnings (Card et al., 2012), symbolic awards (Kosfeld та Neckermann, 2011).

Other models help to study the impact of economic behavior on economic decisions, such as long-term risk assessment and hyperbolic discounting. For example, the model of hyperbolic discounting solves three problems of the traditional (Frederick et al., 2002):

- 1) explains the lack of stationarity – people disproportionately evaluate the "today" compared to the "future";
- 2) explains the uneven discounting;
- 3) explains the instability of time – people plan one thing, but when the time comes to change their decisions.

References

Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>

- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Card, D., Mas, A., Moretti, E., & Saez, E. (2012). Inequality at work: The effect of peer salaries on job satisfaction. *American Economic Review*, 102(6).
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Frederick, S., Loewenstein, G., & O'Donoghue, T. (2002). Time discounting and time preference: A critical review. *Journal of Economic Literature*, 40, 351-401.
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Kosfeld, M., & Neckermann, S. (2011). Getting more work for nothing? Symbolic awards and worker performance. *American Economic Journal: Microeconomics*, 3(3), 86-99.
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)

- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Otoni-Wilhelm, M., Vesterlund, L., & Xie, H. (2017). Why do people give? Testing pure and impure altruism. *American Economic Review*, 107(11).
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Samek, A., & Sheremeta, R. M. (2017). Selective recognition: How to recognize donors to increase charitable giving. *Economic Inquiry*, 55(3).
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tamboveva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

THE MAIN ASPECTS OF CUSTOMER-ORIENTED ENTERPRISE MANAGEMENT

*Yevheniia Lavryk, PhD student,
Sumy State University, Ukraine*

One of the most important tasks of any enterprise is to ensure its success and loyalty to customers for further effective development. Poor service delivery is a problem that can and should be solved. Consumers who are dissatisfied with the quality or provision of incomplete services begin to go to competitors. And in this case, the company loses the customer and profits.

Research has shown that in practice the success of the formation and development of market potential of modern enterprises depends on a number of trends: the use of innovation and investment programs, updating the range, technological, financial, material resources and implementation of customer-oriented marketing policy. It is important not just to be able to produce a certain number of products or provide services, but to be able to sell them (Roberts-Phelps, G., 2003; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021).

Customer-oriented approach has recently become significantly relevant and for successful businesses is becoming a leading concept of doing business. The main advantages of the customer-oriented approach as a paradigm of modern business:

- unique competitive advantages are quite difficult to create due to new technologies, range, increase of operational efficiency and decrease of prices, because these elements are copied rather quickly;
- the attitude to the client cannot be created "under the copier", it is developed over the years and acts as an integral part of corporate culture.

The customer-oriented approach emerged as a product of the evolution of the concept of interaction marketing and marketing management, because this type of marketing combines the main features and characteristics of concepts, complemented by an understanding of the specifics of their implementation in customer (consumer) orientation.

Customer focus should lead to increased productivity and development of the company. If there is no additional income from quality service, then there is no customer focus. Failure to understand this fact leads to inefficient use of resources, ie additional costs (Anderson, K., Kerr, C., 2002). The main entity that implements a customer-oriented approach in the organization is its staff. Customer-oriented staff is a set of knowledge, skills, abilities, which due to the appropriate motivation, values, guidelines and personal qualities of employees contribute to the formation of certain behaviors, establishing and maintaining relationships with customers to obtain the desired result (Bouchetara et al., 2020; Zolkover and Georgiev, 2020;

Nemmiche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020;).

Consideration of the customer-oriented approach involves the transition to marketing based on customer-oriented. Customer-oriented marketing is a part of marketing, the main task of which is to focus on the most loyal customers who are able to make a profit for the company and trust it more than competitors. It is to such buyers that it is advisable to use tools and methods that strengthen the customer's positive attitude towards the company (Ruvenny I., 2015).

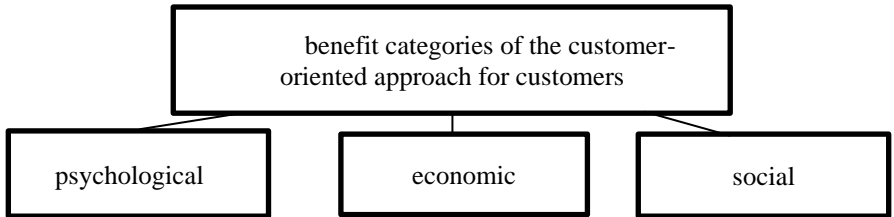


Figure 1 – Benefit categories of the customer-oriented approach for customers

There are three categories of benefits of a customer-oriented approach for the customers themselves, namely:

- psychological - close communication with the company;
- social - friendly relations with staff;
- economic - receiving discounts, various bonuses, individual service and goods that are tailored to a particular consumer.

The benefits of a customer-oriented approach for companies should also be highlighted, in addition to gaining competitive advantages, additional profits and market success (Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Letunovska et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021). Establishing long-term trust with customers allows you to reduce transaction costs of market transactions: information retrieval, contracting, measuring product quality, protection of property rights and protection against dumping and aggressive behavior of firms and customers. The application of a customer-oriented approach in the activities of Ukrainian enterprises is the key to strengthening their competitive position, which is achieved through the stabilization and expansion of the customer base. Qualified application of the client-oriented approach gives the chance to provide qualitative efficiency, quantitative efficiency, profitability and economy of administrative activity.

References

- Alexander, D., Turner, C. (2002) *The C.R.M. Pocketbook*, Published by Management Pocketbooks Ltd, U.K., 128 p
- Anderson, K., Kerr, C. (2002) *Customer Relationship Management*, Published by The McGraw-Hill Companies, USA, 177 p.
- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)

- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Roberts-Phelps, G. (2003) Customer Relationship Management: How to turn a good business into a great one!, Reprinted by Thorogood, London, 243 p.
- Ruveny I.Ya. (2015) Client-oriented approach to the development of the organization, Tambov, p. 132-135
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

CORPORATE SOCIAL RESPONSIBILITY IN UKRAINE: CURRENT STAGE AND CARLSBERG'S CASE STUDY OVERVIEW

*Tetyana Mayboroda, Ph.D., senior lecturer,
Anastasiia Kursenko, student
Sumy State University, Ukraine*

Corporate social responsibility (CSR) is an idea that has been of concern to humankind for a long time. The expression "corporate social responsibility" came into normal use in the last part of the 1960s and mid-1970s. Corporate social responsibility – undertaking business in a moral route to accomplish practical turn of events, in monetary terms, yet in addition in the social and natural circle – has gotten progressively significant in the present business world (Caratas, 2014; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021).

Different creators utilize three ways to deal with the characterization of CSR:

- Investor approach as the old-style sees on CSR, "the social obligation of business is to build its benefits".
- Partner approach expresses that organization has a duty not exclusively to its investors, yet to various gatherings of partners: workers, clients, proprietors, providers, NGOs, government, contenders, accomplices, financial backers and so on Each association has its key partners, whose intrigues it needs to adjust to keep up benefit in long haul viewpoint.
- The pyramid of corporate social obligation (Figure 1): Carroll - is the most popular and broadly acknowledged hypothesis concerning the real substance of corporate social responsibility. This pyramid was outlined to accept the whole range of society's assumptions for business obligations and characterize them as far as classifications.

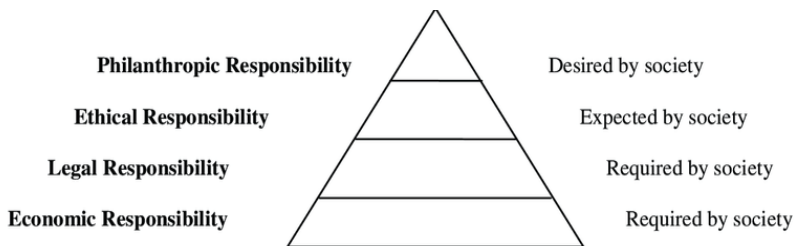


Figure 1. Carroll's Four-Part Pyramid of Corporate Social Responsibility

Simultaneously, open associations are advancing CSR on intergovernmental and public levels (Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskvicz, 2019; Letunovska et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021). Joined Kingdom, France, Sweden, Australia have legitimate restricting necessities on specific enterprises to write about the social effect of their business and ventures, yet delicate guidelines are the broadest in CSR. Besides, organizations which are engaged with genuine CSR exercises are additional notable. This makes it a lot simpler for your firm to acquire potential possibilities that search for business plausibility. Moreover, when your business begins acquiring generosity through considerable CSR exercises, the representatives are more plausible to continue with the organization for a longer period (NGO, 2019).

Recent college graduates are typically inclined toward associations where they have an adaptable occupation society just as they can truly feel superb in working with the association (Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Hrytsenko et al., 2021; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020). The association's convictions and worth let the workers acquire a degree of self-pride. Moreover, it is the work of the administrative specialists to investigate the activities of various organizations. In any case, when your business begins doing CSR undertakings for a huge scope, these administrative specialists become substantially less forceful toward your business. Moreover, any firm that has a strong CSR normally remains inside the guidelines to acquire the benefits. Therefore, concentrating these focuses improves the cooperation and fearlessness among the staff individuals inside a decent work environment society (Stepanenko, 2012).

It should be mentioned that legal regulations in Ukraine according to the CSR got appealing to associations in the communication of progress from transient thinking and strategies like "right now" into the intentionally arranged strategy. Ukrainian associations started to comprehend that by settling charges and anticipating that the state should fulfill its federal retirement aide limits, they could not get qualified or even solid staff, similarly as gain the trust and dedication of purchasers. A low level of moral and regular improvement is occurring in an enormous part of Ukrainian associations not getting vicious circumstances on worldwide business areas. Codes of corporate directors and testament plans applied in worldwide trade through store network necessities go probably as a limit to promote access. For example, it is hard to exchange your thing to EU countries if it doesn't satisfy specific biological rules (United Nations, 2007). Along these lines, it is in the Ukrainian government's prosperity to cultivate a National technique on CSR that would portray insignificant standards on environment and work (Global Compact, 2021).

The best example of the correct implementation of the CRS policy is the Carlsberg Ukraine Group. Carlsberg is the biggest blending bunch in Northern and Eastern Europe, which is on the fourth spot in the preparing industry everywhere in the world. The organization possesses an arrangement of 500 larger brands and many brands of non-alcoholic drinks. The organization does reasonable and direct business, collects ardent relationships with society, and manages the environment. The wellspring of this strategy is the care that the association works in a high-level open society, and harmonization of the relations with the external social environment is the way into productive and stable work. Carlsberg Ukraine, like all of the associations of Carlsberg Group, uses high upright standards in its relations with the laborers, customers, assistants, financial backers, and neighborhood organizations. "At Carlsberg, we seek to turn out to be better each day. We push ahead. We grow up. However, it is significant that we develop mindfully." Peter Chernyshov, CEO at Carlsberg Ukraine. The goal of the Carlsberg Group is to get, make, and lock-in in our laborers, to make a positive addition to the organizations where they work. The administration does this by working as per the Carlsberg, which consolidates setting the advantage standards in the organization's methodologies and rules and monitoring the improvement through itemizing and checking. Along these lines, Carlsberg in addition manages perils and achieves benefits through a proactive method for managing overall challenges (Carlsberg, 2020).

Summarizing the study, it should be noted that Carlsberg Ukraine Company is on the bleeding edge being created of Ukrainian CSR. Association's CSR report is generally coordinated and critical. The association might stretch out practices in fields of environment, sex balance, and fit advancing correspondence. Carlsberg Ukraine should ponder joining the Global Reporting Initiative (especially considering the way that Carlsberg Group recently did accordingly) to grow straightforwardness of business and advance consolidated enumerating. Carlsberg Ukraine context-oriented examination shows that CSR not only can anyway be done in Ukraine.

References

- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)

- Caratas, M. (2014). Corporate social responsibility – a key to excellence in business. *SGEM 2014 Scientific SubConference on Political Sciences, Law, Finance, Economics and Tourism*, 1–6.
- Carlsberg Annual Report (2020). Available at: <https://www.Carlsberggroup.Com/>.
<https://www.carlsberggroup.com/>
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Global Compact. (2021). *Global Compact Network Ukraine*. Available at: <https://globalcompact.org.ua/> (access on November 5, 2021)
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Hrytsenko, L., Boiarko, I., Tverezovska, O., Polcyn, J., & Miskiewicz, R. (2021). Risk-Management of Public-Private Partnership Innovation Projects. *Marketing and Management of Innovations*, 2, 155-165. <http://doi.org/10.21272/mmi.2021.2-13>
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)
- NGO (2019). *Business Code of Ethics. Ethical codes of entrepreneurs. Be kind, friendly and welcoming*. Business Code of Ethics. Available at: <https://dialogue-irk.ru/en/online-services/kodeks-predprinimatelskoi-etiki-eticheskie-kodeksy-predprinimatelei-budte/> (access on November 5, 2021)
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)

- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Stepanenko, I. (2012). *Corporate Social Responsibility in Ukraine*. Available at: <https://www.diva-portal.org/smash/get/diva2:552583/FULLTEXT01.pdf>
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tamboveva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

CORPORATE SOCIAL RESPONSIBILITY

*Valeriia Burnakova, student,
Victoriia Shcherbachenko, PhD, Senior Lecturer
Sumy State University, Ukraine*

In recent years, the use of corporate social responsibility (CSR) has gained widespread recognition in business as an effective practice that can lead to improvement of corporate image and financial performance of the enterprise. Every year the need for CSR grows and actualizes in accordance with world events. The global COVID-19 pandemic has led to a reassessment of CSR models and a trend towards its complete transformation. The spread of the disease around the world has changed the perception of corporate social responsibility and forced companies to look at it from a completely different angle (Letunovska et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021). Whereas CSR used to be part of the overall communication of companies, in the last year it has become the main tool for staying in the information field, as well as the main tool for survival in business. The percentage of Ukrainian companies that used CSR, in contrast to many countries around the world, was quite low, but the situation with the pandemic has significantly accelerated the development of corporate social responsibility in our country (Kosar et al., 2014; Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Hrytsenko et al., 2021; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020). After the introduction of quarantine, all domestic companies found themselves in a severe economic crisis. Due to the reduction in the number of social programs, all long-term CSR development strategies have become irrelevant and companies have had to respond quickly enough to maintain their own businesses.

CSR has proven to be a powerful element that inspires consumer confidence in companies. Thus, Nielsen in its global report on corporate social responsibility notes that more than 70% of consumers in Ukraine have a positive perception of those companies that are responsible for society and the environment (Nielsen, 2016).

Quarantine measures in 2020 have become a real test for almost all global and domestic companies. In a pandemic, brands have lost the opportunity to loudly declare the benefits of their products or services and compete in creative promotion decisions. At the same time, no company that plans to go through the crisis with minimal losses can afford to go into the shadows now. After all, as soon as a brand

"stops talking", it ceases to exist. All this led to the global crisis, which significantly affected the activities of all structures of the economy and business. According to the forecasts of the OECD (Organization for Economic Cooperation and Development), the fall in global GDP in 2020 will be about 4.5% (OECD, 2020) which will be the largest decline in several decades. As for Ukraine, the IMF forecasts our fall in GDP at 7.2% (IMF, 2020).

That is why the main marketing tool of companies that allows them to stay in the information field, has become corporate social responsibility. According to research by CSR Ukraine, 67% of the company's reputation is its social responsibility (CSR Ukraine, 2021), which confirms the fact that CSR is one of the key indicators of brand recognition.

Table 1 – Corporate social responsibility projects of well-known Ukrainian companies during the COVID-19 pandemic (Stepanova, 2020)

Company	CSR projects
NOVA POSHTA	The company has allocated UAH 25 million to help clinics. Thanks to these funds, the equipment needed to fight the coronavirus was purchased. In addition, a special project "Humanitarian Mail" was created, the purpose of which was to free delivery of protective equipment to hospitals and orphanages.
ROZETKA	The company, in cooperation with Nova Poshta, ATB and the Zhyttelyub Charitable Foundation, organized the delivery of food for the elderly to protect them from danger when visiting stores.
Silpo	The company has become one of the largest patrons in the fight against COVID-19, allocating UAH 100 million. These funds were used to purchase the necessary medical care for hospital staff, necessary equipment for Ukrainian hospitals, including ventilators.
Uber, Bolt and Uklon	The most popular taxi call services in Ukraine have created an action to support medical workers of infectious diseases hospitals in large cities of Ukraine, providing them with free transportation to and from the hospital.
Kyivstar, Vodafone and Lifecell	The most popular mobile operators in Ukraine have created promotions to provide free calls to hotlines of government agencies, including the Ministry of Health, the Ministry of Foreign Affairs and others. During the quarantine, Kyivstar provided free online consultations to doctors by phone using a special Doctor Online application. Vodafone Ukraine has allocated more than UAH 3.5 million for the purchase of necessary medical equipment for Ukrainian hospitals.

Despite this practice, most companies were concerned about employees. Yes, some leading domestic companies have redirected their staff to remote work, which has made it possible to save jobs and work from home. The rest provided employees with personal means protection. As a result, for such a responsible approach, companies receive staff loyalty, the formation of the HR brand, respect in society as a whole and positive mentions in the media. A striking example is the Ukrainian corporation Roshen, which spent more than 26 million hryvnias to protect employees and distributors, as well as to pay employees during the pandemic period.

The COVID-19 Barometer study by the international agency Kantar, which involved 25,000 respondents from 30 countries, showed that companies should be more focused on the interests of employees. More than 60% of respondents insist that companies should switch to a more flexible work schedule in order to take into account the interests of employees and care for their health (Ukrainian Marketing Group, 2020). The period of the pandemic is very important for the development of CSR around the world, especially in our country. Such a time of uncertainty in business has become a real test of business survival. Some companies have raised prices several times, while others have met the needs of society by creating special assistance programs, which have made them more attractive in the long run, improving their own image. Because of the analyzed experience of corporate social responsibility in the context of the coronavirus pandemic, it can be concluded that after the CSR pandemic will accelerate even more, as more firms and enterprises realize that their long-term survival and development depends on achieving a balance between profitability and harmony with social responsibility.

References

- Anna Stepanova, founder of Stream Content Agency. (2020, May 25). *Corporate Social Responsibility: Spring Cases*. Edition of the Bulletin of IFRS. Retrieved November 28, 2021, from https://msfz.ligazakon.ua/magazine_article/FZ002168 (in Ukrainian).
- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- CSR Ukraine. (2021, November 9). *CSR Ukraine*. Retrieved November 28, 2021, from <https://csr-ukraine.org/>
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>

- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Hrytsenko, L., Boiarko, I., Tverezovska, O., Polcyn, J., & Miskiewicz, R. (2021). Risk-Management of Public-Private Partnership Innovation Projects. *Marketing and Management of Innovations*, 2, 155-165. <http://doi.org/10.21272/mmi.2021.2-13>
- International Monetary Fund. (2020, June). *IMF Country Report (No. 20/197)*. Publication Services PO Box 9278. <https://www.imf.org/~media/Files/Publications/CR/2020/English/1UKREA2020001.aspx>
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Kosar N.S., Pilipenko V. M., & Kuzio N.E. (2014). *Corporate social responsibility of business in Ukraine*. Bulletin of the National University "Lviv Polytechnic". Logistics., № 811, 176–183. http://nbuv.gov.ua/UJRN/VNULPL_2014_811_28 (in Ukrainian)
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)
- Nielsen. (2016). *Global corporate social responsibility Report*. Nielsen (No. 9853). https://www.nielsen.com/wp-content/uploads/sites/3/2019/04/nielsen-global-responsibility-report-9853_FINAL.pdf
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)

- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- OECD (2020), OECD Economic Outlook, *Interim Report September 2021: Keeping the Recovery on Track*, OECD Publishing, Paris, <https://doi.org/10.1787/490d4832-en>.
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Ukrainian Marketing Group. (2020, April 2). *SUP survey: half of entrepreneurs are able to survive in quarantine for no more than a month*. Union of Ukrainian Entrepreneurs. Retrieved November 28, 2021, from <https://sup.org.ua/uk/news/419> (in Ukrainian)
- Us, Ya., Pimonenko, T., Tamboveva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

CHILD LABOR AS AN OBSTACLE TO EDUCATION

*Kateryna Miroschnychenko, student,
Viktoriia Shcherbachenko, PhD, Senior Lecturer,
Sumy State University, Ukraine*

About 250 million children around the world are still deprived of a normal childhood. Their lot is hard work and often in unbearable conditions. The world community is doing a lot to provide children with access to education and health care, but child labor, undoubtedly, remains one of the main problems of the modern world.

The International Labor Organization estimates that around 250 million children around the world are working instead of studying (Brown, 2020).

The financial crisis only exacerbated this situation, so the problem is unlikely to be overcome until 2021, as previously planned by international children's organizations.

A market in Cotonou, a transit and destination point for thousands of exploited children in West Africa. This is the largest child labor market in the region, and we can find almost everything here, including the worst examples of child exploitation.

Nearly 200,000 children, according to the latest estimates, are trafficked in West Africa every year. They work around the house, on farms, in mines, or in markets like this one. Benin, one of the poorest countries in the world, has become a key player in this business. Almost 800 kilometers of the border with Nigeria is poorly controlled on both sides. Many local NGOs, such as the Don Bosco Association, have been struggling with this problem for many years. Every day the doors of the organization are open to "street children". The work of educators here is not only about teaching reading or writing (Jeeva, 2020).

In 2020, the NGO helped more than 2,500 street children in Cotonou, Portonova and Sema markets (the latter two, just meters from the Nigerian border). Thanks to the Association, children took their first steps in education and mastered professional skills. Now it is easier for them to integrate into society (Jeeva, 2020).

According to the International Labor Organization, despite all the efforts of the world community and numerous projects, the number of working children is growing. In Geneva, the World of Knowledge program met with child labor professionals. The results of the conversation are in our next story.

Our interlocutor is Patrick Quinn, Senior Specialist of the International ILO Program on Combating Child Labor. He introduces us to the general data and explains how best to act to eradicate the worst forms of child labor entirely by 2020 (Ajakiri, 2021).

250 million children around the world are forced to work. And more than half of that number work in what we call the worst forms of child labor. This is a job that is dangerous for the health and development of children.

Nearly 70 million children worldwide do not go to school. This is a global problem that needs to be addressed. More than 60% of children work in hazardous areas such as mining and agriculture (Ajakiri, 2021).

In Africa in general and in Benin in particular, we have seen the most alarming trend over the past four years, with the number of children in hard work only increasing. So this is a serious problem.

In Southeast Asia, we are seeing some progress in the fight against child labor. But amid huge overcrowding, the concentration of child labor is still the highest in the world.

Poverty is the root cause of child labor (Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskovicz, 2019; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021). Social safety nets need to be improved so that poor families do not have to find funds to send their children to school. It is necessary to provide work for adults (Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Hrytsenko et al., 2021; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Letunovska et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021).

For example, children work in mines, in agriculture with pesticides, in construction. All of this is very dangerous. First, we must do our best for children to learn. We must develop social protection programs so that poor families in the event of a crisis are not forced to take their children out of school and send them to work. Secondly, there must be a legal basis for compulsory education and so that employers cannot use child labor. And finally, adults must have decent jobs so that they can feed their families, then children will go to school.

References

- Ajakiri, (2021, September 22). Child labor suggests serious attention on the part of the employer and the parent, from <https://ajakiri.lastekaitseliit.ee>
- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)

- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Gordon Brown, (2020, January 4). Euronews . Child labour. <https://ru.euronews.com>
- Governments should ratify and implement ILO Convention No. 138 concerning the Minimum Age for Admission to Employment and ILO Convention No. 182 on the Worst Forms of Child Labor. https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C138
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Hrytsenko, L., Boiarko, I., Tverezovska, O., Polcyn, J., & Miskiewicz, R. (2021). Risk-Management of Public-Private Partnership Innovation Projects. *Marketing and Management of Innovations*, 2, 155-165. <http://doi.org/10.21272/mmi.2021.2-13>
- Jeeva Jyothi (2020). International Programme on the Elimination of Child Labour (IPEC). Child Labour: Global estimates 2020. <https://www.ilo.org/ipecc/lang--en/index.htm>
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khalig, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)

- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

THE ROLE OF MODERN INFORMATION TECHNOLOGIES IN THE ENTERPRISE MARKETING ACTIVITY

Maksym Usok, student,

Yana Us, PhD student

Tetyana Pimonenko, Ass.Prof., Dr.,

Olexii Lyulyov, Prof., Dr.,

Sumy State University, Ukraine

Aleksy Kwilinski, Prof., Dr.

The London Academy of Science and Business, The United Kingdom

Information technology's spread and rapid development are caused by the need to improve enterprise policy, including marketing. It stands to note that technology is understood as a set of methods and tools to achieve the desired result. The systematization of scientific sources showed that information technology is understood as a set of methods, processes, tools, and technical means which create a technological chain that provides collection, storage, processing, dissemination, and use of information (Bilan et al., 2020; Chygryn et al., 2020; Elsayed, 2021; Khomenko et al., 2020; Kibaroglu, 2020; Minchenko et al., 2020; Mirdamad, 2020; Lyulyov et al., 2020; Palienko et al., 2017). To provide marketing managers with the necessary information, companies implement marketing information systems.

The scientists define the marketing information system as a set of personnel, equipment, procedures, and methods designed to collect, process, analyze and distribute timely and reliable information needed to prepare and make marketing decisions. (Pavlenko et al., 2020; Melnyk et al., 2018; Kostetskyi, 2021).

Moreover, the internal reporting subsystem is the basis of the marketing information system. This system usually displays orders, sales, prices, inventories, receivables, payables, etc. Analysis of internal information allows the marketing manager to identify promising opportunities and existing problems of the enterprise. While the internal reporting subsystem contains and provides data on what has already happened, the subsystem of the marketing surveillance system includes information on the current market situation.

Marketing information system includes a subsystem for providing marketing solutions, an interconnected set of data systems, tools, and techniques by which the company analyzes and interprets internal and external information. According to the mentioned above, the current information technologies develop alongside marketing and business in general. Automated information systems provide access to any information related to product promotion. (Chygryn, 2017; Lyulyov et al., 2019; Minchenko and Ivanov, 2020; Novikov, 2021; Pimonenko et al., 2019a).

Remarkably, digital marketing contributed to the spread of information technology. However, it stands to note that it differs from Internet marketing because it uses online and offline tools (smart gadgets, POS terminals, etc.).

Digital marketing tools include different tools and measures for disseminating information to attract potential customers to the company, brand, services, or products. Noteworthy here, several information dissemination channels could be used simultaneously to reach as many potential customers as possible. Besides, it allows achieving the most significant benefit from the product promotion. The list of tools used depends on the goals of the advertising campaign, operation stage, the characteristics of the target audience, etc.

The results of the summarizing of theoretical and practical findings allowed determining the leading tools of digital marketing as follows: banner advertising; promotional window; SEO-promotion; native advertising; viral advertising; contextual advertising; SMS and email-mailings; QR codes (Vasilyeva et al., 2020; Pimonenko et al., 2018b; Syhyda et al., 2018; Rosokhata et al., 2020; Syhyda and Illiashenko, 2016; Dubina et al., 2020; Pimonenko et al., 2016).

In turn, the leading digital marketing channels include the Internet, gadgets, TV; local networks; smart gadgets; interactive displays; social networks; messengers; etc. (Akhundova et al., 2020; Pimonenko et al., 2019b; Urbánné, 2020; Pimonenko et al., 2021; Ziabina et al., 2020; Pimonenko et al., 2017c).

Remarkably, a high share of consumers uses messengers to send emojis to their friends and interact with businesses. Thus, 46% of users prefer messengers for correspondence (Pimonenko et al., 2017a). In turn, chatbots are considered to be a trend for 2021. These artificial intelligence technologies ensure instant messaging with clients within 24 hours. It allows the marketers to simultaneously collect information about the device used by the client for communication (mobile device or computer). Artificial intelligence also helps to accumulate the necessary information and organize it. Generally, all Internet platforms collect data concerning users to monitor the popularity growth or decline and identify the reasons for these changes. For example, YouTube collects statistics on video content. The video owner gets almost any metrics concerning video viewers (geographic and demographic data, average video views in minutes, reactions, etc.).

The findings mentioned above allowed systematizing the advantages and disadvantages of digital marketing (Us et al, 2020; Thomas, 2020; Starchenko, 2020; Pimonenko et al., 2018a; Rosokhata and Chykalova, 2020; Saher et al., 2018; Skrynnyk, 2020; Pimonenko et al., 2017b). Thus, the main advantages are as follows: real-time interactions with customers; broader customer coverage; less indirect costs; instant calculation results and statistics; tracking the client's wishes and preferences, etc.

On the other hand, the main disadvantages are a lack of contact with customers who do not have access to the Internet; Internet fraud (fraudsters could

make fake pages of the company's website and sell goods on its behalf); negative reviews (any customer may leave a review, which could affect the company's image and loyalty to its future customers), etc.

Therefore, artificial intelligence currently plays a vital role in the modern development of digital marketing. It significantly simplifies data collection, analysis, and filtering. In addition, personalized content acquires rapid growth when everything is customized to the user. That is why it is appropriate to use personalized e-mail, targeted advertising, etc.

Funding: This research was funded by projects "Green investing: cointegration model of transmission ESG effects in the chain "green brand of Ukraine - social responsibility of business" (0121U100468, Ministry of Education and Science of Ukraine), "Simulation modeling of influence's trajectory of behavioral attractors on macroeconomic stability: the role of transparency and public trust" (No 0121U100469, Ministry of Education and Science of Ukraine).

References

- Akhundova, N., Pimonenko, T., Us, Ya., (2020). Sustainable growth and country green brand: visualization and analysis of mapping knowledge (Book of Proceedings), 55th International Scientific Conference on Economic and Social Development – "*Economic and Social Development*", Baku, 18-19 June 2020, P. 234–243.
- Bilan, Y., Pimonenko, T., & Starchenko, L. (2020). Sustainable business models for innovation and success: bibliometric analysis. In *E3S Web of Conferences* (Vol. 159, p. 04037). EDP Sciences.
- Chygryn O., Bilan Y., Kwilinski A. (2020). Stakeholders of Green Competitiveness: Innovative Approaches for Creating Communicative System. *Marketing and Management of Innovations*, 3, 358–370.
- Chygryn, O. (2017). Green entrepreneurship: EU experience and Ukraine perspectives. *Centre for Studies in European Integration Working Papers Series*, (6), 6-13.
- Dubina, O., Us, Y., Pimonenko, T., & Lyulyov, O. (2020). Customer Loyalty to Bank Services: The Bibliometric Analysis. *Virtual Economics*, 3(3), 52-66. [https://doi.org/10.34021/ve.2020.03.03\(3\)](https://doi.org/10.34021/ve.2020.03.03(3))
- Elsayed Fayed, A. (2021). Artificial Intelligence for Marketing Plan: the Case for E-marketing Companies. *Marketing and Management of Innovations*, 1, 81-95. <http://doi.org/10.21272/mmi.2021.1-07>
- Khomenko L., Saher L., Polcyn J. (2020). Analysis of the Marketing Activities in the Blood Service: Bibliometric Analysis. *Health Economics and Management Review*, 1, 20-36. DOI: 10.21272/hem.2020.1-02

- Kibaroglu, O. (2020). Self Sovereign Digital Identity on the Blockchain: A Discourse Analysis. *Financial Markets, Institutions and Risks*, 4(2), 65-79. [https://doi.org/10.21272/fmir.4\(2\).65-79.2020](https://doi.org/10.21272/fmir.4(2).65-79.2020).
- Kostetskyi, P. (2021). Does Digitalization Lead to Better Transparency: Bibliometric Approach. *Business Ethics and Leadership*, 5(3), 102-107. [https://doi.org/10.21272/bel.5\(3\).102-107.2021](https://doi.org/10.21272/bel.5(3).102-107.2021)
- Lyulyov, O., Pimonenko, T., Stoyanets, N., & Letunovska, N. (2019). Sustainable development of agricultural sector: Democratic profile impact among developing countries. *Res. World Econ*, 10, 97-105.
- Lyulyov, O., Us, Y., Pimonenko, T., Kwilinski, A., Vasylieva, T., Dalevska, N., Polchun, J., & Boiko, V. The Link Between Economic Growth and Tourism: Covid-19 Impact. Proceedings of the 36th International Business Information Management Association (IBIMA), ISBN: 978-0-9998551- 5-7, 4-5 November 2020, Granada, Spain, p. 8070-8086.
- Melnyk Yu.M., Saher L.Yu., Niño-Amézquita J. (2018). The problems of development of an effective management system of internal communications and ways to overcome them. Innovative management: theoretical, methodical, and applied grounds / S.M. Illiashenko, W. Strielkowski (eds.). 1st edition. Prague: Prague Institute for Qualification Enhancement, 176-189.
- Minchenko, M., Artyukhova, N., Zdoima, A. (2020). Effective models for promoting goods through social networks / Innovation, Social and Economic Challenges : the International Scientific Online Conference (Sumy, December 1-3, 2020), 45-48
- Minchenko, M., Ivanov O. (2020). Application of content marketing in the formation of marketing strategy of territorial communities / Innovation, Social and Economic Challenges : the International Scientific Online Conference (Sumy, December 1-3, 2020), 35-38
- Mirdamad, M. G. (2020). Innovative Tools for Investment Management in the Digital Economy: a Guide for Post-Socialist Countries. *Marketing and Management of Innovations*, 4, 181-190. <http://doi.org/10.21272/mmi.2020.4-14>
- Novikov, V.V. (2021). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Palienko, M., Lyulyov, O., & Denysenko, P. (2017). Fiscal Decentralisation as a Factor of Macroeconomic Stability of the Country. *Financial markets, institutions and risks*, (1, Is. 4), 74-86.
- Pavlenko, D., Kubatko, O., Ziabina, Y. (2020). Economic, Social and Technological Factors of Startup's Success. Mechanism of Economic Regulation, 1, 64-74. DOI: <https://doi.org/10.21272/mer.2020.87.05>.
- Pimonenko T., Lyulyov O., Chygrun O. Маркетинг зелених інвестицій: механізм колаборації між основними стейкхолдерами //Вісник приазовського

- державного технічного університету. Серія: економічні науки. – 2018а. – Т. 1. – №. 36. – С. 214-220.
- Pimonenko, T., Liuliov, O., & Us, Y. (2019a). Marketing strategies of green investments: basic concepts and specific features. *Herald of Ternopil National Economic University*, (1 (91)), 177-185.
- Pimonenko, T., Lyulyov, O., & Chygryn, O. (2019b). Company's image and greenwashing in the framework of green investment concept. *Науковий вісник Одеського національного економічного університету*, (2), 143-157.
- Pimonenko, T., Lyulyov, O., & Us, Y. (2018b). Green development of small and medium enterprises of Ukraine: the eu experience. In *Competitivitatea și Inovarea în Economia Cunoașterii* (Vol. 2, pp. 69-78).
- Pimonenko, T., Lyulyov, O., Us, Ya. (2016). Feed-in tariff like an incentive instrument to enlarge renewable energy using by households. *Proceedings of XXII International Scientific Conference "Economics for Ecology ISCS'2016"*, p. 78-81.
- Pimonenko, T., Lyulyova, L., Us, Ya. (2017c). Energy-efficient house: economic, ecological and social justification in Ukrainian conditions. *Environmental Economics*, 8(4), 53-61. doi:10.21511/ee.08(4).2017.07
- Pimonenko, T., Radchenko, O., Palienko, M. (2017a). Efficiency of marketing communications in banks. *Business Ethics and Leadership*, 1(2), 55-61. Doi: 10.21272/bel.1(2).55-61.2017
- Pimonenko, T., Us, J., Leus, D., & Fedyna, S. (2017b). The modern ecological and economic instruments for sustainable development. *Bulletin of Sumy State University. Economy Ser*, 2, 57-67.
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Rosokhata, A., Chykalova, A. (2020). Marketing activities features for different classification types of business structures. *Socio-Economic Challenges : Proceedings of the International Scientific and and Practical Conference, Sumy, November 3–4, 2020 / edited by Prof., Dr. Vasilyeva Tetyana. – Sumy : Sumy State University, 317-322*
- Rosokhata, A., Rybina O., Derykolenko, A., & Makerska, V. (2020). Improving the Classification of Digital Marketing Tools for the Industrial Goods Promotion in the Globalization Context. *Research in World Economy*, 11 (4), Special Issue, 42-52. doi:10.5430/rwe.v11n4p42.
- Saher L.Yu., Syhyda L.O., Gryshova I. (2018). Current state and prospects for the development of innovative activity of industrial enterprises in Ukraine and the world. *Innovative management: theoretical, methodical, and applied grounds / S.M. Illiashenko, W.*

- Strielkowski (eds.). 1st edition. Prague: Prague Institute for Qualification Enhancement, 83-95.
- Skrynnyk, O. (2020). Some Aspects of Information Security in Digital Organizational Management System. *Marketing and Management of Innovations*, 4, 279-289. <http://doi.org/10.21272/mmi.2020.4-23>
- Starchenko, L. (2020). Impact of gender aspects of sustainable entrepreneurship on country innovative development. *Marketing and Management of Innovations*, 4, 304-311. <http://doi.org/10.21272/mmi.2020.4-25>
- Syhyda L.O., Illiashenko S.M. (2016). The specificity of the marketing distribution policy; diagnostic procedures in the enterprise. *MIND Journal*. №2. Access mode: https://mindjournal.seh.pl/sites/default/files/article/03-17/the_specificity_of_the_marketing_distribution_policy_diagnostic_procedure_s_in_the_enterprise.pdf
- Syhyda L.O., Saher L.Yu., Gryshova I. (2018). Current state and prospects for the development of innovative activity of industrial enterprises in Ukraine and the world. Illiashenko, S.M., Strielkowski, W. (eds.). *Innovative Management: theoretical, methodical and applied grounds*. 1st edition, Prague Institute for Qualification Enhancement: Prague, P. 83-96
- Thomas, G. (2020). Data Usage in Talent Management – Challenges for SMEs in the Field of Skilled Crafts. *SocioEconomic Challenges*, 4(1), 75-81. [http://doi.org/10.21272/sec.4\(1\).75-81.2020](http://doi.org/10.21272/sec.4(1).75-81.2020).
- Urbánné Treutz Ágnes (2020). Transformation of Z-Generation in the context of globalization and place marketing: the case of Hungarian students. *SocioEconomic Challenges*, 4(1), 28-35. [http://doi.org/10.21272/sec.4\(1\).28-35.2020](http://doi.org/10.21272/sec.4(1).28-35.2020).
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Vasilyeva T. A., Lyeonov S. V., & Letunovska N. Y. (2020). The economic impact of COVID-19: forecasting for Ukrainian regions. *Socio-Economic Challenges: Proceedings of the International Scientific and Practical Conference*, Sumy, November 3–4, 2020. Sumy: Sumy State University. P. 18-22.
- Ziabina Ye. A., Pimonenko T. V., Lyulyov O. V. Efficiency of Ukrainian energy policy in the framework of circular and carbon-free economy // *Socio-Economic Challenges : Proceedings of the International Scientific and Practical Conference*, Sumy, November 3–4, 2020. Sumy, 2020. P. 337-341.

ORGANIZATIONAL AND ECONOMIC SUPPORT FOR THE FOREIGN TRADE ACTIVITIES DEVELOPMENT OF UKRAINE BUSINESS STRUCTURES

*Yevhen Nikitchenko, PhD student,
Larysa Hrytsenko, Dr.Sc., Prof.
Sumy State University, Ukraine*

In the current realities of the global crisis foreign economic activity is one of the few options to continue the effective operation of the company and fulfill its main goal – to make a profit. Effective foreign economic activity ensures the full realization of the company export potential, the formation of exports and imports appropriate structure, increasing the competitiveness of products in the international arena, ensuring financial stability and investment attractiveness of the company. To achieve these opportunities, foreign economic activity requires effective financial security, in the absence of which there is a risk of high losses.

After analyzing the approaches of scientists about “financial security”, we concluded that the position of most scientists coincides and defines financial security as a method by which companies accumulate resources to ensure their own activities (Bouchetara et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021).

Thus, having studied the various concepts of the definition of “financial security”, we can form the basis of financial security of foreign economic activity: 1) accumulation of sufficient funds to ensure effective foreign economic activity, through such forms of raising funds as self-financing, lending and non-repayable financing; 2) effective use of resources in the process of company foreign economic activity; 3) the optimal combination of raising funds forms for financial support of foreign economic activity subjects.

We agree that the main methods of attracting financial resources are self-financing, lending and non-repayable financing (Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Letunovska et al., 2020). Lending is the most effective and used, as it provides entrepreneurs with a large number of options for raising funds and diversifying risks. Self-financing is carried out at the expense of own resources. The least effective today is the method of non-refundable financing, which is carried out through budget allocations to the economy and various forms of investment.

In our opinion, lending itself needs more consideration form of financial support for foreign trade, because this method is large several forms of lending.

The credit form of collateral should include government, banking, and commercial loans. Public lending in the form of international allocation or interstate loans is a less common source of financial support for foreign economic activity, as usual used to finance government and targeted programs.

If we consider bank loans, this method is financial FEA provision is more common and is considered a specific source obtaining additional financing from the enterprise. The company can use funds obtained from bank loans as a source repayment of expenses for foreign economic transactions, such as purchase of goods and commodity documents in the country of import, data attachment funds for the purchase of goods for their further export, syndicate loans or use of these funds to ensure the production of goods and further sales.

The most common form of lending is commercial lending. This method of financial guarantee although it has some previously mentioned advantages, the company remains limited in resources and with each commercial loan granted gets more and more risks of their non-return. Therefore, this method of financial security is usually used in combination with others.

To effectively conduct foreign economic activity, the company needs sufficient, timely and harmonious provision of financial resources. This requires a clear and operational analysis of indicators that characterize the company's financial resources and scientific justification of the directions and objectives of attracting additional resources by the company.

To explore the relationship between the various elements of financial resources, vertical and horizontal analysis of the balance sheet items of the company. With the help of horizontal analysis it is possible to review capital by dynamics, assess the trend of changes in sources of financial resources, determine the absolute and relative importance of changes in financial resources. Vertical analysis, in turn, provides an assessment of capital by the structure of individual sections and balance sheet items. Thus, with the help of this method it is possible to investigate changes in the quality of capital in relation to its elements.

Quantitatively, the level of quality of financial support with financial resources reflects the solvency of the company. Assessment of the solvency of the company, in turn, is based on the coefficients of solvency. Solvency ratios are measures and markers of the company, indicating the level of debt that the company can repay using elements of current assets and how much current assets exceed or be less than the debt. The purpose of the analysis of these indicators is to answer the question: "Will the company be able to repay debts from available financial resources and liquid assets and continue its activities if all existing creditors, at the same time, request repayment of debts from the company". To determine the rate of such repayment of debts conduct an analysis of liquidity, which is the ability to convert own assets into cash to make various payments.

Thus, the foreign economic activity of companies in the modern realities requires financing, which is mostly provided by bank or commercial loans, less often provided by self-financing or non-repayable financing. It is also worth noting that methods of attracting additional financial resources to ensure foreign trade are evolving, and form new, more innovative sources of resources.

References

- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khaliq, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019)
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019)

- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. Marketing and Management of Innovations, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

CORPORATE SOCIAL RESPONSIBILITY IN HUMAN RESOURCES MANAGEMENT: BIBLIOMETRIC ANALYSIS

Yevheniia Ziabina, Ph.D.
Sumy State University, Ukraine

Despite the large body of research in the field of corporate social responsibility, a detailed study of the relationship between corporate social responsibility and human resource management in a pandemic and the achievement of the strategic Sustainable Development Goals remains unresolved.

The study of corporate social responsibility in the management of labor resources is given active attention by both foreign (Tenytska et al., 2020; Voegtlin et al., 2016) and domestic scientists (Syhyda et al., 2020; Ziabina et al., 2021). Thus, the authors consider the main aspects of the development of corporate social responsibility in the context of the introduction of environmental management in industrial enterprises (Letunovskaya, 2014; Chigrin et al., 2011; Akhundova et al., 2020; Dubina et al., 2020; Sotnyk and Us, 2018; Pimonenko et al. 2017). Researchers are also actively studying the impact of corporate social responsibility on the financial performance of companies (Al-Khonain et al., 2020; Fadyeyeva, 2019; Khadidja et al., 2021; Tommaso et al., 2019).

The bibliometric analysis identified by the authors revealed thirteen clusters, with the cluster "innovation" and the cluster "corporate social responsibility and environmental management" (Bilan et al., 2020) have a strong close relationship, which proves the impossibility of effective implementation of corporate social and environmental responsibility without a well-established innovation system.

The authors of the study (Celma et al., 2012; Husnain et al., 2020) found that corporate social irresponsibility is a powerful factor that negatively affects consumer loyalty and brand value in general, while the scientific community considers the positive impact of corporate social responsibility in human resource management on image, corporate sustainability and the company's reputation (Advantage, 2020; Balaraman, 2017; Sager, 2017). Scholars also consider the theory of effective influence, in the context of globalization processes, measures of corporate social and environmental responsibility in the formation of the company's competitive potential (Hakobyan et al., 2019; Pimonenko, 2011). Many scholars see corporate social responsibility as an integral tool in ensuring sustainable development at both company and national levels (Biewendt et al., 2020; Kurian, 2021; Miller, 2020; Soudi, 2020; Makarenko et al., 2020).

Scopus and Web of Science scientometric databases were used for a more detailed bibliometric analysis of the relationship between corporate social responsibility and human resource management, resulting in the selection of 353 scientific publications on the key topics of corporate social responsibility and human

resource management. Relevant publications date from 2005, in particular, it is necessary to note the growth of publishing activity since 2008.

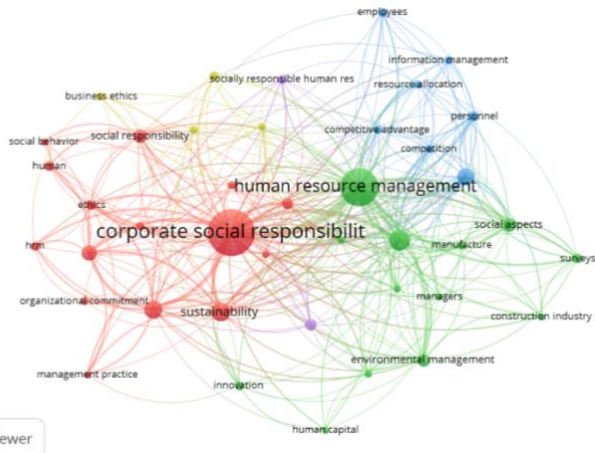


Figure 1. Bibliometric map of the keywords in the investigated articles 2000-2021

The obtained results of bibliometric analysis (Fig. 1) showed high interest in the research field both in Ukraine and in other countries. This dynamic indicates the relevance and need for further research in the study of the essence of corporate social responsibility in human resource management. The presented results of the level of integrated corporate responsibility indicator by regions of Ukraine indicate the need for integrated work of companies and the government as a whole to attract additional investment in the country and regional development through the construction of new innovative enterprises.

References

- Advantage, C. (2020). Corporate Social Responsibility. *CSR and Socially Responsible Investing Strategies in Transitioning and Emerging Economies*, 65.
- Akhundova, N., Pimonenko, T., Us, Ya., (2020). Sustainable growth and country green brand: visualization and analysis of mapping knowledge (Book of Proceedings), 55th International Scientific Conference on Economic and Social Development – "Economic and Social Development", Baku, 18-19 June 2020, P. 234–243.
- Al-Khonain, S., Al-Adeem, K. (2020). Corporate Governance and Financial Reporting Quality: Preliminary Evidence from Saudi Arabia. *Financial Markets*,

- Institutions and Risks*, 4(1), 109-116. [http://doi.org/10.21272/fmir.4\(1\).109-116.2020](http://doi.org/10.21272/fmir.4(1).109-116.2020)
- Balaraman, P. (2017). Qualitative Review of Ethics from Religion, Culture and Corporate Scandals. *SocioEconomic Challenges*, 1(4), 82-94. DOI: 10.21272sec.1(4).82-94.2017
- Biewendt, M., Blaschke, F., Böhnert, A. (2020). An Evaluation Of Corporate Sustainability In Context Of The Jevons. *SocioEconomic Challenges*, 4(3), 46-65. [https://doi.org/10.21272/sec.4\(3\).46-65.2020](https://doi.org/10.21272/sec.4(3).46-65.2020)
- Bilan Y. V., Pimonenko T. V., Starchenko L. V. Sustainable business models for innovation and success : Bibliometric analysis. Paper presented at the E3S Web of Conferences, 159 doi:10.1051/e3sconf/202015904037
- Celma, D., Martínez-García, E., & Coenders, G. (2012). *Corporate Social Responsibility in Human Resource Management: An analysis of common practices and their determinants in Spain. Corporate Social Responsibility and Environmental Management*, 21(2), 82–99. doi:10.1002/csr.1301
- Chigrin, O. Yu., & Pimonenko, T.V. (2011). Ecological and economic aspects of introduction of modern instruments of ecopolitics in the corporate sector. Collection of scientific works of the National University of the State Tax Service of Ukraine, (1), 602-614.
- Dubina, O., Us, Y., Pimonenko, T.,& Lyulyov, O. (2020). Customer Loyalty to Bank Services: The Bibliometric Analysis. *Virtual Economics*, 3(3), 52-66. [https://doi.org/10.34021/ve.2020.03.03\(3\)](https://doi.org/10.34021/ve.2020.03.03(3))
- Fadyeyeva, V. (2019). Corporate Social Responsibility as the Basis of Innovative Development of Modern Companies: Literature Review and Empirical Study from Ukraine. *Marketing and Management of Innovations*, 2, 52-61. <http://doi.org/10.21272/mmi.2019.2-05>
- Hakobyan, N., Khachatryan, A., Vardanyan, N., Chortok, Y., & Starchenko, L. (2019). The Implementation of Corporate Social and Environmental Responsibility Practices into Competitive Strategy of the Company. *Marketing and Management of Innovations*, 2, 42-51. <http://doi.org/10.21272/mmi.2019.2-04>
- Husnain, M., Syed, F, Akhtar, W., & Usman, M. (2020). Effects of Brand Hate on Brand Equity: The Role of Corporate Social Irresponsibility and Similar Competitor Offer. *Marketing and Management of Innovations*, 3, 75-86. <http://doi.org/10.21272/mmi.2020.3-06>
- Khadidja, Z., Gachi, F. (2021). The integration of the corporate social responsibility (CSR) in the Algerian banks. *Financial Markets, Institutions and Risks*, 5(3), 39-44. [https://doi.org/10.21272/fmir.5\(3\).39-44.2021](https://doi.org/10.21272/fmir.5(3).39-44.2021)
- Kurian, G.A. (2021). Relevance of Social Responsibility in the Pandemic Era – An Indian Perspective. *Business Ethics and Leadership*, 5(3), 79-86. [https://doi.org/10.21272/bel.5\(3\).79-86.2021](https://doi.org/10.21272/bel.5(3).79-86.2021)

- Letunovskaya N.E. (2014). Management of efficiency of social infrastructure of industrial enterprises in modern conditions. *Economic Bulletin of Donbass*, 1, 139-147.
- Makarenko, I.O., Bondar, A.V., Goncharenko, O.S., Yelnikova, Yu.V., Evdokimova, A.V., Zhigley, I.V., ... & Shevchuk, V. O. (2020). Corporate social and environmental responsibility and partnership of stakeholders for sustainable development.
- Miller, A.D. (2020). A Hidden Danger to Our Children's Classrooms within Educational Leadership & Peering Practices. *Business Ethics and Leadership*, 4(4), 28-55. [https://doi.org/10.21272/bel.4\(4\).28-55.2020](https://doi.org/10.21272/bel.4(4).28-55.2020)
- Pimonenko T., Us J., Leus D., Fedyna S. (2017). The modern ecological and economic instruments for sustainable development. *Visnyk of Sumy State University. Economy series*, 2, 57–67.
- Pimonenko, T.V. (2011) Corporate sector of Ukraine: development trends and features of environmental impact. *Bulletin of Berdiansk University of Management and Business*, 1, 43–47
- Sager, L. Yu. (2017). Management of internal communications of enterprises: theory, methods, practice: monograph. Kyiv: Publishing House "Center for Educational Literature", 196 p.
- Sotnyk, I., Us, Ya. (2018). Participation budget: application experience and prospects for improvement in the cities of Ukraine, *Mechanism of Economic Regulation*, 1, 31-44
- Soudi, N. (2020). IT Knowledge Management: Extending Principals of CSR. *Marketing and Management of Innovations*, 1, 192-199. <http://doi.org/10.21272/mmi.2020.1-15>
- Syhyda, L., Srovnalíková, P., & Onda, A. (2020). Estimation of quality of medical care. *Health Economics and Management Review*, 1(1), 93-105. <https://doi.org/10.21272/hem.2020.1-09>
- Tenytska, T., Myroshnychenko, Iu., & Lomia, K. (2020). Conflict management system in health care. *Health Economics and Management Review*, 1(2), 61-69. <https://doi.org/10.21272/hem.2020.2-07>
- Tommaso, F. D., Gulinelli, A. (2019). Corporate Governance and Economic Performance: The Limit of Short Termism. *Financial Markets, Institutions and Risks*, 3(4), 49-61. [http://doi.org/10.21272/fmir.3\(4\).49-61.2019](http://doi.org/10.21272/fmir.3(4).49-61.2019)
- Voegtlin, C., & Greenwood, M. (2016). *Corporate social responsibility and human resource management: A systematic review and conceptual analysis*. *Human Resource Management Review*, 26(3), 181–197. doi:10.1016/j.hrmr.2015.12.003
- Ziabina, Ye., Kwilinski, A. & Belik, T. (2021). HR management in private medical institutions. *Health Economics and Management Review*, 2(1), 30-36. <https://doi.org/10.21272/hem.2021.1-03>

GLOBAL INNOVATION PERFORMANCES AND TRENDS¹

*Viktoriia Shkola., Ph.D., As. Prof.,
Maryna Domashenko, Ph.D., As. Prof.
Sumy State University, Ukraine*

According to the Green Deal adopted by the European Commission (2021b), green innovations are the tool for achieving sustainable development goals and transforming Europe into a fair and prosperous society with a modern, resource-saving, competitive, and climate-neutral economies, growing independently of natural resource consumption (Domashenko et al., 2017; Shkola et al., 2016, 2021; Bouchetara et al., 2020; Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a; Biewendt et al., 2021; Niftiyev et al., 2021). Moreover, innovations are the key to transforming economies and societies, overcoming the pandemic and building back better (Dutta et al., 2021; Shkola, 2008, 2020, 2021; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020; Letunovska et al., 2020).

The figure 1 shows the rankings of top 10 world economies according to their innovation capabilities over the past six years. It should be noted, noting that data availability and changes to the GII model framework influence year-on-year comparisons of the Global Innovation Index (GII) rankings. According to the World Bank classification (World Bank, 2021), all these countries are high income economies. It should be noted that 60% of the GII top 30 most innovative economies are from the European Union (European Commission, 2021a).

In 2021 Ukraine ranks 49th in GII, while in 2020 it ranked 45th, in 2019 – 47th, in 2018 – 43rd, in 2017 – 50th, in 2016 – 56th. Among lower-middle income countries, Ukraine ranks 3rd (after Viet Nam and India), while in 2020 its position was higher (the 2nd one).

In the high-income group, accounting for 15 countries, 73,3% of which are the European Union ones, such economies as New Zealand, Malta, Cyprus, Italy, Spain are the GII top 5 economies with performance in line with the level of development.

In the upper-middle-income group, economies of China, Bulgaria, Thailand, Brazil, the Islamic Republic of Iran, South Africa, Peru, ranked in

¹ The article came into being within the Grant no. 0120U102003 entitled 'Process of formation of the novel ecologically safe fertilizers with prolonged action based on the phosphorite deposits raw material' financed by Ministry of Science and Education of Ukraine

descending order, have shown performance above expectations for the level of development in 2021, while Malaysia, Turkey, Russian Federation, Montenegro, Serbia are of the 5 top economies (from 22 overall ones) with performance in line with the level of development.

In the lower-middle-income group, economies of Uzbekistan, Cabo Verde, El Salvador, Kyrgyzstan, Pakistan, Plurinational State of Bolivia, Senegal, Honduras, Cambodia, Nepal, Ghana, Zimbabwe, Zambia ranked in descending order, have shown performance in line with the level of development in 2021.

In the low-income group, accounting for 13 world economies, such countries as Rwanda, Malawi, Madagascar are of ones with performance above expectations for the level of development, while Tajikistan, Burkina Faso, Uganda, Mozambique, Mali, Togo, Niger are of economies with performance in line with the level of development in 2021.

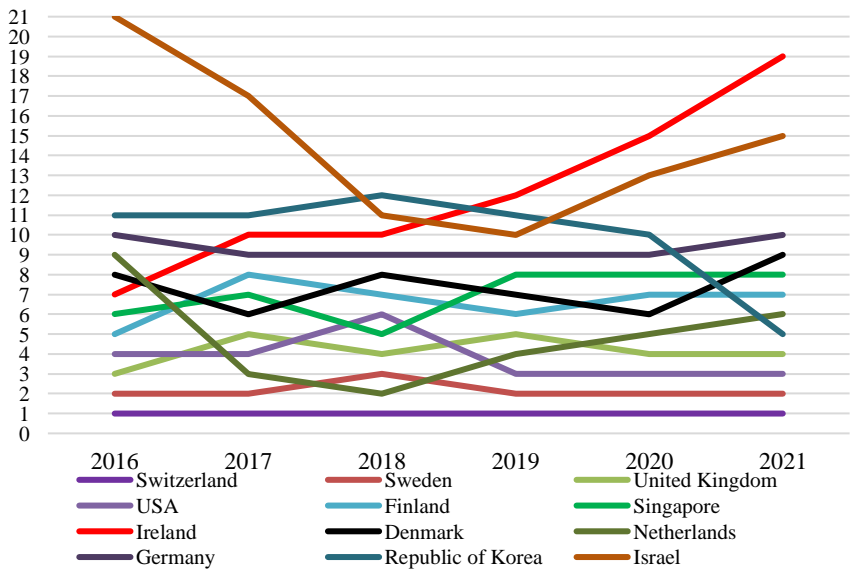


Figure 1. Index dynamics for 2016-2021 (Dutta et al., 2016, 2017, 2018, 2019, 2020, 2021)

The top 5 fields of scientific publishing in 2020 are the same as in 2019, namely environmental sciences, public, environmental and occupational health, multidisciplinary materials science, electrical and electronic engineering, multidisciplinary chemistry and applied physics (Dutta et al., 2021).

References

- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Domashenko M., Shkola V.Y., Kuchmiyov A., Kotenko O. (2017). Innovative marketing strategies to provide ecological safety at regional and global levels. *Marketing and Management of Innovations*. 4. P. 367-373
- Dutta S., Lanvin B., & Wunsch-Vincent S. (Eds.) (2016). Global innovation Index 2016. Winning with Global Innovation. URL: https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2016.pdf
- Dutta S., Lanvin B., & Wunsch-Vincent S. (Eds.) (2017). Global innovation Index 2017. Innovation Feeding the World. URL: https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2017.pdf
- Dutta S., Lanvin B., & Wunsch-Vincent S. (Eds.) (2018). Global innovation Index 2018. Energizing the World with Innovation. URL: https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2018.pdf
- Dutta S., Lanvin B., & Wunsch-Vincent S. (Eds.) (2019). Global innovation Index 2019. Creating Healthy Lives –The Future of Medical Innovation. URL: https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2019.pdf
- Dutta S., Lanvin B., & Wunsch-Vincent S. (Eds.) (2020). Global innovation Index 2020. Who Will Finance Innovation? URL: https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2020.pdf
- Dutta S., Lanvin B., & Wunsch-Vincent S. (Eds.) (2021). Global innovation Index. Tracking Innovation through the COVID-19 Crisis. URL: https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2021.pdf
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- European Commission (2021a, 28 June). European Innovation Scoreboard 2021. URL: <https://ec.europa.eu/docsroom/documents/46013>
- European Commission. (2021b). The European Green Deal. <https://eur-lex.europa.eu/legalcontent/EN/TXT/?qid=1596443911913&uri=CELEX:52019DC0640#document2>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>

- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020).
- Khalik, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019).
- Nemmiche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019).
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Shkola, V. (2008). Greening of innovation in ensuring sustainable development. *Mechanism of Economic Regulation*. 4. P. 150-158.

- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>
- Shkola V. Intellectual capital as an driver of advanced innovative development. *Socio-Economic Challenges : Proceedings of the International Scientific and Practical Conference, Sumy, March 22–23, 2021 / edited by Prof., Dr. Vasilyeva Tetyana. – Sumy : Sumy State University, 2021. P.167-169.*
- Shkola V., Domashenko M., Kasianenko T., Scherbachenko V. (2020). International economic security management within the advanced innovative development paradigm. *National Development Goals: Innovation Framework. Monograph / ed. by O. Prokopenko, V. Omelyanenko. Agenda Publishing House Limited, London, United Kindom, 2020. – P. 30-48*
- Shkola V., Omelyanenko V., Skorik V. (2016). International aspect of ecological innovations. *Economic Processes Management: International Scientific E-Journal. № 4 (5). URL: http://epm.fem.sumdu.edu.ua/download/2016_4/epm2016_4_15.pdf*
- Shkola, V., Prokopenko, O., Stoyka, A., Nersesov, V., Sapiński, A. (2021). Green project assessment within the advanced innovative development concept. *Estudios de Economia Aplicada*, 39(5). URL: <http://ojs.ual.es/ojs/index.php/eea/article/view/5135>
- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- World Bank (2021). World Bank Country and Lending Groups. URL: <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

INFORMATION TECHNOLOGIES AND ARTIFICIAL INTELLIGENCE AS TOOLS TO COMBAT CORRUPTION

*Victoria Bozhenko, PhD, As. Prof.,
Sumy State University, Ukraine*
*Karina Petrenko, student
Sumy State University, Ukraine*

The last decade has seen the rapid development of digital information technology, the intellectualization of control systems, the increase in the number and capacity of mobile and computer devices, the accumulation of large data sets and their processing by machine learning algorithms. Rapid digitalization and its penetration into various spheres of public life contributed to increasing the level of transparency of public administration, strengthening public control, reducing the bureaucratization of society (Bouchetara et al., 2020; Zolkover and Georgiev, 2020; Nemmiche et al., 2019; Letunovska et al., 2020; Biewendt et al., 2021; Niftiyev et al., 2021). Therefore, digital technologies and artificial intelligence algorithms can serve as tools to combat corruption and business misconduct by expanding access to public information, monitoring the activities of public administration and local government, digitizing administrative services and providing opportunities to report corruption. The United Nations estimates that about \$ 1 trillion is paid annually in the form of illicit financial gain, and another \$ 2.6 trillion is lost as a result of corruption worldwide (United Nations, 2018).

Artificial intelligence technologies, machine learning, and big data analysis are increasingly being used to improve anti-corruption systems around the world (Moskovicz, 2019; Kaya, 2020; Starchenko et al., 2021; Zainea et al., 2020; Greco and Matta, 2021; Khaliq et al., 2021; Novikov, 2021b; Dzwigol, 2020; Shkarlet et al., 2019; Fila et al., 2020; Kordos, 2019; Partlova et al., 2020; Us et al., 2020). Establishing international standards and cooperation at the international level allows to form a basis for reducing the manifestations of business misconduct in the global dimension. Innovative methods and algorithms for processing large data allow to identify anomalies, establish patterns of informal relationships, as well as minimize the role of "man" in the system of decision support for corruption (Prudnikov and Nazarenko, 2021; Antonyuk et al., 2021; Tiutiunyk et al., 2021; Pimonenko et al., 2021; Pimonenko et al., 2021; Ziabina et al., 2020; Novikov, 2021a).

Thus, the Netherlands, in its action plan for 2020-2022, noted improvements in procurement transparency control algorithms, a commitment to promote digital citizen participation platforms and promote their use by local authorities (Ministry of Interior and Kingdom Relations, 2020). Spain's 2020-2024 action plan includes commitments to legislative measures and instruments that strengthen integrity and prevent corruption in government. An important step is the creation of manuals on

the use of artificial intelligence in the public sector. In addition, the plan includes a commitment to establish a Data and Ethics Center for Innovation, which will provide guidance and advice to civil servants on the ethical use of new technologies in public practice (Open Government Partnership, 2021).

An example of the successful implementation of digital technologies in the public sector is Estonia - the country is defined as the most developed digital society in the world. Back in 1996, the National Program for the Development of IT Infrastructure in Estonia was introduced. Due to the gradual implementation of the program, in 2021, Estonia has high-quality e-banking, digital identification based on a mandatory ID card, which has 98% of the population, electronic medical cards for each patient, 99% of medical prescriptions are processed online, paying taxes takes about 3 minutes online, 98% of people declare their income electronically, administrative services are provided online, 95% of parking fees are paid by mobile phone (Estonian m-parking system is accepted in countries around the world). Digitalisation of the public sector is the main reason for minimizing bureaucracy in Estonia, and also saves money. For example, digital signatures save 2% of GDP annually, and thanks to the electronic portal of the Estonian Road Administration, services are provided six times faster and 20% cheaper. In 2020, the National Open Data Portal was launched in Estonia, which provides free access and use (Estonian open data portal).

In Brazil, a machine learning software product has been developed to assess the risk of corrupt behavior among civil servants based on data on criminal record, education, political affiliation, and business relationships (U4).

IBM specialists in cooperation with the Government of Kenya have optimized the administrative procedures required to start a business (from 11 to 3 steps). The use of artificial intelligence has allowed Kenya to rise from 92 to 61 place in the rating "Ease of doing business" (MI. Chr. Michelsen Institute, 2019)

In Britain, the tax authorities have used computer technology for digital transformation and data collection to reduce the "tax gap". As a result, the Connect system analyzes taxpayers' data to identify potential tax evaders. The algorithm identifies people who are most likely to commit tax fraud and helps to develop precautionary measures. Between 2008 and 2014, the system generated an additional £ 3 billion in tax revenue (OECD, 2021).

Thus, foreign experience in the use of digital information technology to combat corruption has shown that the use of computer automated software and algorithms for artificial intelligence is the most effective tool for simplifying administrative processes, control the transparency of the company, government. The digitalisation of bureaucratic procedures reduces the number of people involved and, consequently, the opportunities for bribery. Artificial intelligence eliminates the human factor in decision-making processes and is able to track the threat of crime without human intervention.

References

- Antonyuk, N., Plikus, I., & Jammal, M. (2021). Sustainable business development vision under the covid-19 pandemic. *Health Economics and Management Review*, 2(1), 37-43. <https://doi.org/10.21272/hem.2021.1-04>
- Biewendt, M. et. al. (2021). Motivational Factors in Organisational Change. *SocioEconomic Challenges*, 5(3), 15-27. [https://doi.org/10.21272/sec.5\(3\).15-27.2021](https://doi.org/10.21272/sec.5(3).15-27.2021)
- Bouchetara, M., Nassour, A., Eyih, S. (2020). Macroprudential policy and financial stability, role and tools. *Financial Markets, Institutions and Risks*, 4(4), 45-54. [https://doi.org/10.21272/fmir.4\(4\).45-54.2020](https://doi.org/10.21272/fmir.4(4).45-54.2020)
- Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Marketing and Management of Innovations*, 1, 128-135. <http://doi.org/10.21272/mmi.2020.1-10>
- Estonian open data portal. URL: <https://avaandmed.eesti.ee/datasets>
- Fila, M., Levicky, M., Mura, L., Maros, M., & Korenkova, M. (2020). Innovations for Business Management: Motivation and Barriers. *Marketing and Management of Innovations*, 4, 266-278. <http://doi.org/10.21272/mmi.2020.4-22>
- Greco, F., Matta, L. (2021). Entangled Entrepreneurial Competitiveness Advantage: An Opinion Paper. *Business Ethics and Leadership*, 5(3), 42-46. [https://doi.org/10.21272/bel.5\(3\).42-46.2021](https://doi.org/10.21272/bel.5(3).42-46.2021)
- Kaya, H. D. (2020). The Efficiency of the Financial System: A Comparison of Developed and Less Developed Countries. *Financial Markets, Institutions and Risks*, 4(2), 16-24. [https://doi.org/10.21272/fmir.4\(2\).16-24.2020](https://doi.org/10.21272/fmir.4(2).16-24.2020)
- Khalik, A., Umair, A., Khan, R., Iqbal, S., Abbas, A. (2021). Leadership and Decision Making among SMEs: Management Accounting Information and the Moderating Role of Cloud Computing. *Business Ethics and Leadership*, 5(2), 78-95. [https://doi.org/10.21272/bel.5\(2\).78-95.2021](https://doi.org/10.21272/bel.5(2).78-95.2021)
- Kordos, M. (2019). British-Slovak Foreign Trade Relations: Consequences of Brexit. *Marketing and Management of Innovations*, 3, 341-353. <http://doi.org/10.21272/mmi.2019.3-26>
- Letunovska, N., Kwilinski, A., & Kaminska, B. (2020). Scientific research in the health tourism market: a systematic literature review. *Health Economics and Management Review*, 1, 8-19. <https://doi.org/10.21272/hem.2020.1-01>
- MI. Chr. Michelsen Institute (2019). Is Artificial Intelligence the future tool for anti-corruption? URL: <https://www.cmi.no/news/2149-is-artificial-intelligence-the-future-tool-for>
- Ministry of the Interior and Kingdom Relations (2020). Open Government, Open Democracy. Open Government Action Plan 2020-2022. The Netherlands. URL: https://www.opengovpartnership.org/wp-content/uploads/2021/01/Netherlands_Action-Plan_2020-2022.pdf

- Moskovicz, A. (2019). Financial Qualitative Research: A Comprehensive Guide for Case Study usage. *Financial Markets, Institutions and Risks*, 3(4), 106-116. [http://doi.org/10.21272/fmir.3\(4\).106-116.2019](http://doi.org/10.21272/fmir.3(4).106-116.2019).
- Nemliche, K., Nassour Ab., Bouchetara, M. (2019). Firm growth vs. external growth: a behavioral approach. *Financial Markets, Institutions and Risks*, 3(4), 16-23. [http://doi.org/10.21272/fmir.3\(4\).16-23.2019](http://doi.org/10.21272/fmir.3(4).16-23.2019).
- Niftiyev, I., Yagublu, N., Akbarli, N. (2021). Exploring The Innovativeness Of The South Caucasus Economies: Main Trends And Factors. *SocioEconomic Challenges*, 5(4), 122-148. [https://doi.org/10.21272/sec.5\(4\).122-148.2021](https://doi.org/10.21272/sec.5(4).122-148.2021)
- Novikov V. (2021a). Bibliometric Analysis of Economic, Social and Information Security Research. *SocioEconomic Challenges*, 5(2), 120-128. [https://doi.org/10.21272/sec.5\(2\).120-128.2021](https://doi.org/10.21272/sec.5(2).120-128.2021)
- Novikov, V.V. (2021b). Digitalization of Economy and Education: Path to Business Leadership and National Security. *Business Ethics and Leadership*, 5(2), 147-155. [https://doi.org/10.21272/bel.5\(2\).147-155.2021](https://doi.org/10.21272/bel.5(2).147-155.2021)
- OECD (2021). Digitalisation as an anti-corruption strategy: what are the integrity dividends of going digital? URL: <https://oecd-development-matters.org/2021/08/04/digitalisation-as-an-anti-corruption-strategy-what-are-the-integrity-dividends-of-going-digital/>
- Open Government Partnership (2021). Digital Governance Fact Sheet. URL: <https://www.opengovpartnership.org/wp-content/uploads/2021/11/Digital-Governance-Fact-Sheet.pdf>
- Partlova, P., Strakova, J., Vachal, J., Pollak, F & Dobrovic, J. (2020). Management of Innovation of the Economic Potential of the Rural Enterprises. *Marketing and Management of Innovations*, 2, 340-353. <http://doi.org/10.21272/mmi.2020.2-25>
- Pimonenko, T., Lyulyov, O., Us, Ya., Dubyna, O., Kumah, Os.Ow.E. (2021). Gender Stereotypes and Green Banking Toward Carbon-Free Economy. *Financial Markets, Institutions and Risks*, 5(4), 29-38. [http://doi.org/10.21272/fmir.5\(4\).29-38.2021](http://doi.org/10.21272/fmir.5(4).29-38.2021)
- Pimonenko, T., Us, Ya., Myroshnychenko, Yu., Dubyna, O., Vasylyna, T. (2021). Green Financing for Carbon-Free Growth: Role of Banks Marketing Strategy. *Financial Markets, Institutions and Risks*, 5(3), 71-78. [https://doi.org/10.21272/fmir.5\(3\).71-78.2021](https://doi.org/10.21272/fmir.5(3).71-78.2021)
- Prudnikov, Yu., & Nazarenko, A. (2021). The role of content marketing in the promotion of medical goods and services. *Health Economics and Management Review*, 2(1), 23-29. <https://doi.org/10.21272/hem.2021.1-02>
- Shkarlet, S., Kholiavko, N., Dubyna, M. (2019). Information Economy: Management of Educational, Innovation, and Research Determinants. *Marketing and Management of Innovations*, 3, 126-141. <http://doi.org/10.21272/mmi.2019.3-10>

- Starchenko, L.V., Samusevych, Ya., Demchuk, K. (2021). Social and Eco-Friendly Entrepreneurship: The Keys to Sustainability. *Business Ethics and Leadership*, 5(1), 118-126. [https://doi.org/10.21272/bel.5\(1\).118-126.2021](https://doi.org/10.21272/bel.5(1).118-126.2021)
- Tiutiunyk, I., Humenna, Yu., & Flaumer, A. (2021). Covid-19 impact on business sector activity in the EU countries: digital issues. *Health Economics and Management Review*, 2(1), 54-66. <https://doi.org/10.21272/hem.2021.1-06>
- U4. Anti-corruption Research Centre. Exploring artificial intelligence for anti-corruption. URL: <https://www.u4.no/publications/artificial-intelligence-a-promising-anti-corruption-tool-in-development-settings/shortversion>
- United Nations. 2018. The costs of corruption: values, economic development under assault, trillions lost, says Guterres. URL: <https://news.un.org/en/story/2018/12/1027971>
- Us, Ya., Pimonenko, T., Tambovceva, T., & Segers, J-P. (2020). Green transformations in the healthcare system: the covid-19 impact. *Health Economics and Management Review*, 1(1), 48-59. <https://doi.org/10.21272/hem.2020.1-04>
- Zainea, L.N., Toma, S.G., Marinescu, P., Chițimiea, A. (2020). Combating Unemployment through Social Entrepreneurship in the European Context. *Business Ethics and Leadership*, 4(4), 85-98. [https://doi.org/10.21272/bel.4\(4\).85-98.2020](https://doi.org/10.21272/bel.4(4).85-98.2020)
- Ziabina, Ye., Pimonenko, T., Starchenko, L. (2020). Energy Efficiency Of National Economy: Social, Economic And Ecological Indicators. *SocioEconomic Challenges*, 4(4), 160-174. [https://doi.org/10.21272/sec.4\(4\).160-174.2020](https://doi.org/10.21272/sec.4(4).160-174.2020)
- Zolkover, A., Georgiev, M. (2020). Shadow Investment Activity as a Factor of Macroeconomic Instability. *Financial Markets, Institutions and Risks*, 4(4), 83-90. [https://doi.org/10.21272/fmir.4\(4\).83-90.2020](https://doi.org/10.21272/fmir.4(4).83-90.2020)

MANAGEMENT OF HUMAN RESOURCES, MANAGEMENT, LEADERSHIP PSYCHOLOGY, ORGANIZATIONAL CULTURE, MOTIVATION, PROFESSIONAL ETHICS

Anjali Boyramboli, PhD in Psychology

Management of human resources (MHR) has significantly evolved throughout years, especially with the enfoldment of technology and social media, continuous advancement and birthing new roles continues. Yet, essential human resource best practices have persisted, serving as guidelines for professionals over the years. In this paper, the sequel of five human resource co-management implementation and practices namely, management, leadership psychology, organizational culture will be examined, in addition to motivation and professional ethics among the Mauritian Public Officers. The construct of professional ethical management of human resources will be unfalteringly measured by the amalgamation of leadership psychology, corporate ethos & values, stimulus and professional ethics. The study will employ accidental and convenience sampling of 40 questionnaires which will be disseminated at random among the Mauritian Public Officers. The findings aim to evaluate and assess if there if any significant impact of management of human resource practices (leadership psychology, training and development in relevant skills, performance, providing security to employees, recruiting the right people, fair and performance-based competition, creating a flat and egalitarian organization by making information easily accessible to those who need it), organizational culture, motivation and knowledge management on applying professional ethics among the Mauritian Public Officers. On the basis of the findings, appropriate recommendations will be made to the local Governmental Departments, in terms of strengthening the relationship between their human resource management and professional ethics. The study will also provide implications to theory and practice based on the findings.

MHR reflects all that the employer and employee brand think and feel about an organization, and many academicians believe that MHR holds cogent influences with beneficial impact. Notworthily, simultaneously to complementary contrary forces, MHR is built on value judgements, assessments, perceptions and apercu of organizational hypothesis activities from the formerly past, and are used to prognosticate bureaucratic organizational behaviors that might be expected in the future. MHR related maneuver in the reputational frame of reference is of the opinion that it leverages leadership psychology, motivating efforts towards achieving aligned goals. Notwithstanding, there is limited research that provides for a holistic view of the MHR in the Mauritian context, and further investigation is required. Beneath bibliometric analysis and statistical evaluations, this paper aims to proffer an

exhaustive and comprehensive perspective on the MHR, apace with identifying the influencing factors and subject matter pertinent to it.

The research method to be used for this analysis is refined to accommodate the specifics of this project. This requires an initial search strategy and data collection techniques. For this paper, scholarly sources will be collected from databases, admissible to this topic to hand.

PARADIGM OF INCLUSIVE EDUCATION AS SUSTAINABLE PHILOSOPHY OF SOCIAL CHANGE

*Anna Vorontsova, Ph.D,
Sumy State University, Ukraine
Limor Dahari, Ph.D student,
Sumy State University, Ukraine*

Education systems have to address various challenges: globalization, the fourth industrial revolution which heralds a move to advanced technologies in design and production, global recession and global mobility. During the some periods of 2020-2021 years the education sector has moved to distance learning while governments tried to control the COVID-19 pandemic. Widespread closures of schools occurred during this period, which was generally characterized by rapid change, technological innovations and digitization. (Selwyn 2012; McFarlane 2019). As a result, education systems must become more diverse and introduce sustainable philosophy of social change. In order to achieve that, there is a need to overcome the dichotomy between inclusive, multi-cultural education whose goal is to develop a view on differences between students – family background, social-economic and cultural difference – and special education. The realization of the multi-disciplinary designation of the modern school will be achieved by paving the way to a new pedagogic model which combines both approaches. We will define this integrated paradigm as “inter-cultural, inclusive, sustainable education”, whose objective is to address the academic and social-emotional needs of all students, while emphasizing inclusion, equality and social justice.

Life in the 21st century, in all its facets- society, technology, economics, environment and politics – is complex, and changes rapidly. The future is different and unknown. In light of this, the current educational paradigm is in crisis since the methods, problems and standards are rooted in a system of values and beliefs belonging to a previous era. The post-modern era requires a new educational paradigm that is based on the different nature and the uniqueness of the postmodern era. The concept of inclusive education received prominence in the UN Convention on the Rights of People with Disabilities (UNCRPD, 2006). The Convention was signed in 2007 and by now more than 80% of member States have signed it and more than half ratified it as well, including Israel [Israel signed the Convention in 2007 and ratified in 2012].

With the growing trend towards reforms in education, policy-making and changing methods, inclusive education was identified by governments and education system around the world, as the central means for education of all students, regardless of disability or special educational needs. The educational-social-political-economic foundation of Inclusive Education is addressing attitude challenges, quality and fairness in educational practice, in policies and resources.

Philosophically, Inclusive Education means that all learners are able to study and participate in educational and social experiences in a safe environment (Ackha-Jnr, 2016).

Inclusive Education addresses not only the integration of students with special needs or special disabilities, but also changes in structures, relationships and educational practices so that diversity among students will be integrated into daily educational experiences. Didactic strategies which include attention to diversity are a basic component when designing inclusive processes in the classroom, and must be founded on flexibility of work organizations, new methods of collection of knowledge and its construction. The objective is the establishment of communities that listen, participate and support all students, learn with them and from them, don't choose or rate them. (Parrilla, 2007).

As the inclusion movement continues to blur the lines between general education and special education, teachers in the general classroom will be required to address the needs of a growing group of students of varying levels of ability (Smith et al., 2012). The inclusion of children and students with disabilities is a matter of values and morals. We must tend to a reconstruction of our educational systems in order to make this a reality. As a result, everyone wins and our societies become stronger and more democratic.

It should be noted that there is a growing body of knowledge in this field, reflected in the many reviews of different aspects of inclusive education, such as Theories on inclusive education and its efficacy. However, studies from different countries with different educational systems and a different cultural infrastructure, take a similar approach. That is, although this project is strongly committed to human rights and the intentions are very good, in reality things are different – as is the case in other successful projects.

One of the problems of inclusive education is that developed countries aspire to implement it, while developing countries cannot. As a result, inclusive education is not applicable in all countries and socio-economic contexts. Therefore, the theories on inclusive education and its efficacy provide only little guidance on the way that more inclusive practices can be developed (Sorkos & Hajisoteriou, 2020). Inclusive education must be based on dialogue, participation and openness.

The UNESCO report addresses inclusive education as a process, fulfilling its objective by 2030. It shows progress made in inclusive education and the efforts to apply it, through major trends across the work on the following issues: policy, financing, quality, learning, attitude and equity. These issues must all be addresses in order for inclusive education to succeed. The policy on achieving and implementing inclusive education must include a vision, goals and objectives, political will, infrastructure, dedicated financial resources, legislation, participation of all relevant systems and public support.

The effective assimilation of the programs will be achieved by a successful implementation of a range of evidence-based strategies. To that end, the policy must be carefully planned, while using resources, that will lead to changes that will require support at supervision and managerial levels (Mitchell, 2014).

Education is a basic human right. It is the key for sustainable development and stability, both within countries and among them. Education is therefore a vital means for participation in 21st century society and economics, which are affected by rapid globalization processes. Inclusive education is a project which provides us with very good predictions, especially since children who live together and identify diversity, become adults who create accessible societies – both in the sense of accessible spaces and accessible learning and knowledge. Inclusive education is the result of a complex process, which is dependent not only on the involvement of professionals but also on educational policies, models and resources.

References

- Ackah-Jnr, F. R. (2020). The teacher should be learning: In-service professional development and learning of teachers implementing inclusive education in early childhood education settings. *International Journal of Whole Schooling*, 16(2), 93-121.
- Escudero, J. & Martínez, B. (2011). EDUCACIÓN INCLUSIVA Y CAMBIO ESCOLAR. *Iberoamerican Journal of Education*, 55: 85-105.
- McFarlane, A. E. (2019). Devices and Desires: Competing Visions of a Good Education in the Digital Age. *British Journal of Educational Technology* 50 (3): 1125–1136. doi:10.1111/bjet.12764.
- Mitchell, D. (2014). *What really works in special and inclusive education* (2nd ed.). Abingdon: Routledge.
- Parrilla, Ángeles, (2007), local and institutional development of inclusive educational projects.
- Selwyn, N. 2012. *Education in a Digital World: Global Perspectives on Technology and Education*. New York, London: Routledge.
- Smith, T. E. C., E. A. Polloway, J. R. Patton, and C. A. Dowdy. 2012. *Teaching students with special needs in inclusive settings*. Boston: Pearson Education Inc.
- Sorkos, G, & Hajisoteriou, C (2020), Sustainable intercultural and inclusive education: teachers' efforts on promoting a combining paradigm. *Pedagogy, Culture & Society*, DOI: 10.1080/14681366.2020.1765193 To link to this article: <https://doi.org/10.1080/14681366.2020.1765193>.
- UNESCO (2013). *Inclusive Education*. UNESCO. Retrieved from <https://unesdoc.unesco.org/search/5ba78cb8-a051-4fa2-b8c5-d081a49c5fcf>.
- UNESCO (2020) *Global education monitoring report summary, 2020: Inclusion and education: all means all*. <https://unesdoc.unesco.org/ark:/48223/pf0000373721>

IMPLICATIONS OF SOCIAL FACTORS IN TAX COMPLIANCE BEHAVIOR: ETHICAL, MORAL, RELIGIOUS AND CULTURAL COMPONENTS

*Oleksiy Mazurenko, PhD student
Sumy State University, Ukraine*

The growing role of tax revenues in the stable functioning of the economy leads to the need to find additional tools to encourage taxpayers to fulfill their obligations. In these conditions, the role of non-economic factors in increasing the efficiency of the country's tax system and its tax competitiveness is increasing.

In this context, one of the understudied and innovative tools of influence is tax morality, tax culture and tax literacy, which are considered as a measure of an individual's individual attitude to taxes, his internal motivation to pay taxes. As evidenced by the results of the comparative analysis, the level of interest of users of the Google search engine in the concepts of tax morality, tax culture, and tax knowledge is insignificant, and such that it has not changed significantly over the past 13 years (Figure 1). Issues of tax knowledge are most actively investigated, while the concept of tax morality remains outside the attention of scientists, civil servants and taxpayers.

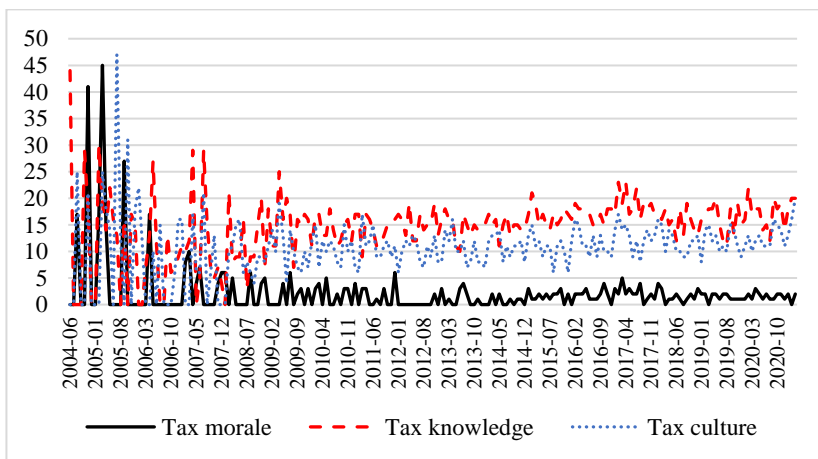


Figure 1. The trend of the number of searches for the concept of tax morality in the Google search engine

Source: built by the author based on Google Trends data

These results confirm the indicators of publication activity on issues of tax morality in publications indexed in the Web of knowledge database. The first publications devoted to tax morality began to appear in 1994, and by the beginning of 2022, their number was 459.

Considering the complexity of the concept of tax morality from the point of view of assessing its level and managing it, the results of the bibliometric analysis (Figure 2) prove the connection of this concept with a number of economic categories, including: happiness, behavioral economics, motivation, ethics, culture, etc. In this way, it is possible to assert a close connection of tax morality with the level of culture of the population, its education, tax traditions that have historically developed in society.

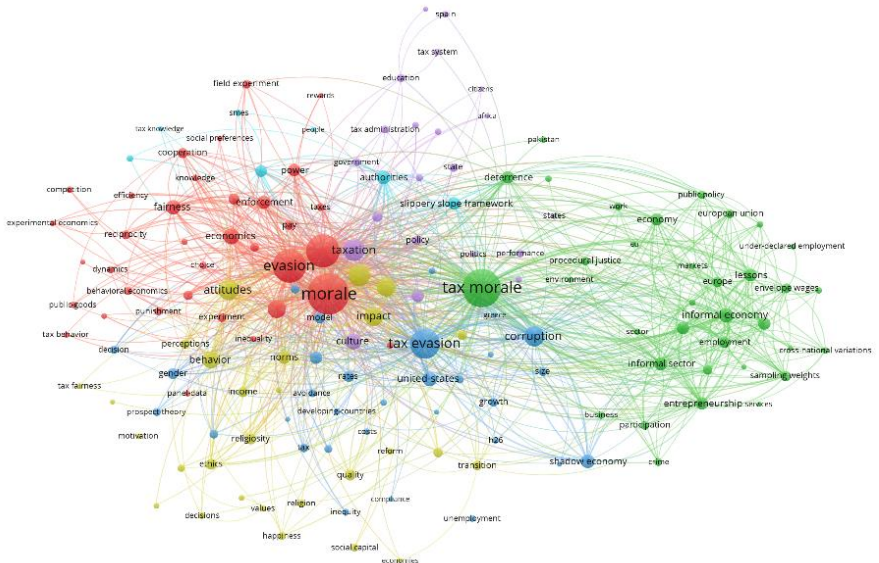


Figure 2. Bibliometric analysis of the concept of "tax morality"

Source: built by the author on the basis of data from the Scopus database

Over the past 5 years, there has been a gradual increase in the number of scientific publications devoted to these issues. One of them is the work of Fitri et al. (2022) in which, using a survey method with a quantitative approach, it was proven that tax knowledge and tax morale have a positive effect on tax compliance. The authors argue that tax morality strengthens the relationship between tax knowledge

and tax compliance. Therefore, tax ethics should become an integral part of the educational process.

The role of tax knowledge in compliance with tax legislation was investigated in the works of Mulyati & Ismanto (2021), Saragih et al. (2020) and others. For example, the work of Mulyati & Ismanto (2021) proved that tax knowledge increases the responsibility of taxpayers for fulfilling their tax obligations, awareness of tax legislation and the peculiarities of tax assessment and payment, understanding the role and directions of tax revenue distribution. Rodriguez-Justicia & Theilen (2018) analyzed the impact of tax knowledge on tax compliance. According to the results of empirical calculations, the authors claim that the factor of good education of the taxpayer regarding tax legislation has a significant impact on compliance with tax legislation.

At the same time, according to Areo et al. (2020) the level of tax knowledge does not affect the compliance of taxpayers - subjects of small and medium-sized businesses with tax legislation.

Scientists emphasize that tax knowledge, which should be based on an understanding of tax legislation, the function of taxation, general tax procedures, the role of taxes in the development of the country's infrastructure, etc., should be the basis for training every citizen and changing the priorities and values of society.

References

Areo, O., Gershon, O., Osabuohien, E. (2020). Improved public services and tax compliance of small and medium scale enterprises in Nigeria: a generalized ordered logistic regression. *Asian Economic and Financial Review*, 10(7), 833–860. <https://doi.org/10.18488/journal.aefr.2020.107.833860>

Fitri, F., Nurlaela, N., Chair, U. (2022). Tax knowledge and tax morale in tax compliance. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 6(2), 375-389. <https://doi.org/10.31955/mea.v6i2.2001>.

Mulyati, Y., Ismanto, J. (2021). The effect of e-filing implementation, tax knowledge and tax sanctions on taxpayer compliance with kemendikbud employees. *Indonesian Journal of Sustainable Accounting*, 4(2), 139–155. <https://doi.org/10.32493/jabi.v4i2.y2021.p139-155>

Rodriguez-Justicia, D., Theilen, B. (2018). Education and tax morality. *Journal of Economic Psychology*, 64, 18–84. <https://doi.org/10.1016/j.joep.2017.10.001>.

Saragih, A., Dessy, D., Hendrawan, A. (2020). Analysis of the influence of religiosity on individual taxpayers' tax compliance. *Journal of Accounting and Finance Education*, 8(1), 1–15. <https://doi.org/10.17509/jpak.v8i1.16810>

Наукове видання

БІЗНЕС-ЕТИКА ТА ЛІДЕРСТВО

Матеріали Міжнародної науково-практичної конференції

(Суми, 29-30 листопада 2021 року)

Стиль та орфографія авторів збережені.

Організаційний комітет і редакційна колегія можуть не поділяти точки зору авторів.

Автори відповідають за точність, достовірність і зміст матеріалів.

Посилання на матеріали конференції обов'язкові.

Відповідальний за випуск Т. А. Васильєва

Комп'ютерне верстання Я. О. Ус

Формат 60×84/16. Ум. друк. арк. 29,86. Обл.-вид. арк. 38,58.

Видавець і виготовлювач

Сумський державний університет,

вул. Римського-Корсакова, 2, м. Суми, 40007

Свідоцтво суб'єкта видавничої справи ДК № 3062 від 17.12.20