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*Achieving a political, economic and social balance is an essential condition for creating a harmonious social system. The issue of the journal is dedicated to solving this important problem in Ukraine.*

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## DECENTRALIZATION OF POWER: A MODEL FOR UKRAINE

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### **Abstract.**

The problem of improving local government, in particular the interaction of public administration and local self-government, remains relevant today. An effective solution to the issues of local importance requires a model that ensures the necessary unity of government with the simultaneous autonomy of territorial communities. In society, the maximum possibilities for self-government in order to develop democracy and ensure the sovereignty of the people, as well as the optimal balance of public administration and self-government, their correlation at the local level, should be determined. In the conditions of reforming Ukrainian society, solving this problem is extremely important.

All this is convincing evidence of the need to reform public administration in Ukraine.

**Keywords:** local self-government, local state administrations, territorial community, European Charter, public administration, democratization.

**The purpose** of this study is to identify and theoretically substantiate the nature and features of decentralization of power in the public administration and provide recommendations for improving this process based on the international experience and reforms proclaimed and

implemented in Ukraine, as well as the need to implement administrative and administrative-territorial reforms in the country .

To achieve this goal in the study the following tasks are identified:

- to characterize the process of decentralization as one of the factors of formation and functioning of an effective and efficient public administration;
- to explore the mechanism of interaction between local executive authorities and local self-government bodies in the aspect of decentralization of power;
- substantiate the feasibility and effectiveness of the proposed model of decentralization of power in Ukraine.

**The object** of the study is public relations of decentralization of power in the system of public administration.

**The subject** of the study is a theoretical and practical analysis of the decentralization of power in the system of public administration in Ukraine.

**The main research material.** The history of a decentralized state is a history of contradictions related to finding the best form of government organization. For the last several decades, the notion of decentralization has been a staple in Europe, and it has also become unifying for the economic development of regions in this part of the world. Decentralization as a concept takes many forms, taking into account the history of countries, levels of development, culture and approaches to government [13; p. 40].

Public power comes in two forms - state power and local self-government. The system of public authority exists and operates at the expense of taxes on the public and businesses in order to act in the public interest. However, under the current conditions of Ukraine's transition to democracy, the mechanism of action of public authorities needs further development and improvement.

One way to optimize public administration is to decentralize - to delegate some of the authority to bodies that are not subordinate to the central government but are elected or created by the community. The process of decentralization, for example, in France and Germany is still going on - some improvements and adjustments are still being made from time to time. The traditionally established view of decentralization as a process whereby independent units are formed within the centralized state, which are the bearers of local self-government (community), requires the development of new approaches to the analysis of its content.

The problem of decentralization of power in Ukraine is not new, but it remains urgent, because under the existing system of state formation - management is too concentrated in the center, there is not enough resources and, accordingly, the functioning of the executive power on the ground is not dynamic enough, there are contradictions between the local authorities, and as a result - alienation of people from it. According to this, the legal regulation of these problems needs to be improved and brought into line with the Constitution of Ukraine. First of all, it concerns the development of local self-government, strategic planning, and especially the state budget policy.

Understanding the process of decentralization in the system of public administration is based on the theory and history of public administration, scientific approaches to the study of problems of decentralization of such national and foreign scientists as: V.B. Averyanov, H.V. Atamanchuk, I.P. Butko, V.M. Vakulenko, T. Vyurtenberger, Y. Gontsiazh, D. Gibson, B. Gurne, Zh.F. Devimi, O.S. Ignatenko, V.I. Kampo, V.M. Knyazev, A.A. Kovalenko, V.V. Kopeychikov, D. Kochen, L.M. Kravchuk, A.V. Krusian, V.S. Kuybida, J. Litvak, V.I. Lugovy, P.I. Nadolishnyi, I.F. Nadolnyi.

The current public administration in Ukraine is characterized by insufficient capacity to initiate and implement reforms, excessive centralization, public secrecy, and high levels of corruption. The main reasons for this situation are: the incompleteness of the transformation of the Cabinet of Ministers into a political body; inefficient organization of ministries; irrational system of central government bodies; inefficient organization of executive power at district and regional level; inefficient organization of executive power at district and regional level; insecurity of the person in relations with the public administration.

The problem of improving local governance, in particular the interaction of public administration and local self-government, remains relevant today. An effective solution to the issues of local importance requires a model that ensures the necessary unity of government with the simultaneous autonomy of territorial communities. In society, the maximum possibilities for self-government in order to develop democracy and ensure the sovereignty of the people, as well as the optimal balance of public administration and self-government, their correlation at the local level, should be determined. In the conditions of reforming Ukrainian society, solving this problem is extremely important [10; p. 327].

All this is convincing evidence of the need to reform public administration in Ukraine.

Administrative reform is an integral part of the systemic reform of the economy, society and state in Ukraine. Its implementation is carried out within the framework of a comprehensive package of political, economic and social reforms aimed at transforming Ukraine into a modern European country. Therefore, the reform requires fruitful cooperation between the President of Ukraine, the Cabinet of Ministers of Ukraine and the Verkhovna Rada of Ukraine.

The current stage of social development involves shifting the center of gravity of the system of governance to the regional level, updating the content of activities of state authorities and local self-government bodies, and enhancing their prestige. If the need for such a reform is beyond doubt and additional evidence, then the conditions of sufficiency are just lacking.

Among the principles of functioning of public administration are the following:

- 1) formation of stable organization and activity of the executive power;
- 2) organization of a professional, politically neutral and open public civil service (service in the executive and local self-government bodies);
- 3) creation of a system of capable local self-government;
- 4) strengthening the status of the citizen in relations with public administration bodies;



5) guaranteeing the control of public administration to political power and society.

Thus, both theoretical and methodological foundations, developed with the participation of a wide range of specialists, and a political framework are needed to comprehensively solve the tasks of reforming power institutions [12; p. 23-24].

In practice, the optimal organizational structure of public administration is also linked to the problem of choosing between centralization and decentralization.

The division of power between the state, regional and local levels of government is an important factor in the state's ability to improve service delivery to the population, and to help create the right environment for regional economic development. This effect can be achieved either through decentralization (political and administrative approach) or by deconcentrating the (mainly) administrative approach, or by combining them. However, in any case, in the current environment, which has been formed from the point of view of a centralized transition to public administration in all spheres concerning citizens' lives, this is undoubtedly a difficult task. It is further complicated by the fact that the delegation of powers must be accompanied by the appropriate transfer of the financial resources necessary for the exercise of the powers delegated and delegated to the lower levels of government.

According to the system of deconcentration, the powers of the local level are delegated to the bodies of state administration, which perform them within separate territorial units. Control is exercised through the introduction of financial and disciplinary measures. In conjunction with parliamentary administration, deconcentration usually has an important centralizing influence, as the prime minister, when necessary, decides on governance and decentralization policies.

Instead, decentralization involves delegation of powers to the government or its bodies to representatives of local territorial teams, with the latter having no direct responsibility either to the government or to its bodies. Unlike the federal system, in the model of decentralization of a unitary state there are local authorities, which are formed by the central government. This means that they are endowed with only those powers delegated to them by the government.

Administrative decentralization in Poland facilitated the independent development of local self-government, improved the quality of life of its citizens, and finally, after the country's accession to the EU, enabled newly created administrative units to become equal partners in international cooperation. Studying foreign experience of implementing decentralization reforms may help to avoid some of the biased and wrong approaches that characterize the current Ukrainian practice of governing from “the center”, therefore, the best practices of decentralization are of substantive importance for Ukraine at the stage of strengthening statehood.

According to the author of the study, the most successful concept for Ukraine among those discussed above is the concept of decentralization of power and deconcentration of the relevant state-government powers.

In Ukraine at the level of regions and individual territories, the authorities have varieties corresponding to two types of decentralization: democratic and administrative. Administrative decentralization of power (deconcentration) is manifested in the fact that the state retains the right to protect and secure the national interests, which are carried out through the formation of a centralized system of relevant public administration and local (local state administrations, territorial units of central executive authorities). Democratic decentralization involves the formation of local governments - councils of the appropriate level, representing the interests of the inhabitants of a certain territory, and there are no subordination relations between the councils of different levels.

The model of state power, enshrined in the norms of the current Constitution, provides for balanced relations between such power institutions as the Verkhovna Rada of Ukraine, the President of Ukraine, the Cabinet of Ministers of Ukraine. But it has already been testified in the process of social practice, that it is ineffective for the modern independent Ukraine, and requires certain changes, oriented primarily on the person as a system-forming factor. Only in the presence of a perfect mechanism can effective public administration be implemented.

Although local self-government under the Constitution of Ukraine is not part of the mechanism of public administration, in the structure of powers of these bodies there are both self-government and delegated powers of executive bodies, given to them by law. At present, there is

a certain combination of principles of public administration and local self-government in Ukraine.

The delegation of powers happens horizontally, rather than clear delimitation of the scope of public administration and local self-government.

**Conclusions.** The problem of improving local governance, in particular the interaction of public administration and local self-government, remains relevant today. An effective solution to the issues of local importance requires a model that ensures the necessary unity of government with the simultaneous autonomy of territorial communities. All this is convincing evidence of the need to reform public administration in Ukraine.

The most successful concept for Ukraine, according to the author of the study, is the concept of decentralization of power.

The main advantages of decentralization of state power are: transparency and simplification of the decision-making process, improvement of the quality of consideration of citizens' appeals to the authorities, promotion of local economies and strategic planning, more targeted use of budget expenditures on local priority needs, etc. Disadvantages include the following: disparities and unevenness in the socio-economic development of administrative and territorial units, slowing down the implementation of state programs against the background of giving greater importance to local political priorities, inconsistency of delegated powers and responsibilities with resources to perform state functions, etc.

Ensuring the process of decentralization of public power should begin with the adoption of the Law "On the Administrative-Territorial System of Ukraine", which aims to regulate the association of communities, the definition of the territory and boundaries of the administrative-territorial units, the procedure for resolving issues of the administrative-territorial structure. Accordingly, the Law "On Local State Administrations" will need to be amended, the new version of the Law "On Local Self-Government in Ukraine" adopted, and in the future it is desirable to adopt the Law "On the Status of the Region and Regional Self-Government".

In the general form, at this stage it is necessary to establish rational relations between local state administrations and local self-government bodies. Local self-government must retain its rights while exercising some of the functions of the executive. The limits of the interaction between these bodies and the ways of resolving conflicts between them should be established by law.

It is necessary to develop a new managerial ideology aimed at renewing the administrative culture, shaping the readiness of management to make decisions in the context of increasing freedom of action and increasing personal responsibility with a focus on serving the citizens. Certain types of public services should be identified, standardized and made public with a view to improving and simplifying the procedure for granting (deregulation), delegating powers to other management levels and sectors (decentralization and deconcentration), as well as improving management procedures and establishing adequate mechanisms of appeal, instituting appeal against actions of civil servants.

Therefore, decentralization of public administration should be carried out within the framework of a comprehensive package of political, economic and social reforms aimed at transforming Ukraine into a modern European country. Therefore, the reform requires fruitful cooperation between the President of Ukraine, the Cabinet of Ministers of Ukraine and the Verkhovna Rada of Ukraine with regard to the interests of local self-government.

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**RELEVANT ISSUES OF CHANGE MANAGEMENT IN THE CONTEXT OF  
DECENTRALIZATION OF POWER IN UKRAINE**

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**Abstract.**

General issues of the process of change management in the conditions of decentralization of power are considered, the essence of "change management" is revealed, the current state of the process of decentralization in Ukraine is described, the consequences of major changes envisaged by the reform are described, traditional methods of change management are described. It was mentioned that there is insufficient use of modern practices in the field of change management to achieve the strategic goal of decentralization reform.

**Key words:** changes, decentralization, powers of authority, strategy, development, management.

***Urgency of the research.*** Modern aspirations of Ukraine to democratize public relations, ensure sustainable development, and improve the living standards of the population require urgent decentralization of power. At the beginning of 2014, socio-political, social and economic transformations appeared, which convinced us of the need for rapid changes. But at the same time, scientists and experts say that public managers are not sufficiently aware of the methods, mechanisms and tools of changes.

***Actual scientific researches and issues analysis.*** Today, many philosophers, political analysts and politicians have their own views on the process of implementing the decentralization reform, and the adaptability of this reform. In modern scientific literature there is ongoing debate about the validity of the effective ways of decentralization of power in Ukraine. Numerous studies are devoted to identifying factors that hinder and complicate the process of implementing changes in the country. Among the most relevant of them should be highlighted the work of such scientists as: Serohin S., Sharov Yu., Lelechenko A., Vasileva O., Bokovykova Yu. However, it should be noted that most of the developments only partially relate to the problems of change management in the conditions of reform.

***The research objective.*** Characterization of the present status of decentralization of power in Ukraine and formation of complex of proposals for the use of modern directions of change management in the conditions of reforming.

***The statement of basic materials.*** Change management – the process of influence, which at the beginning is less concerned with specific objects, determines what should change conceptually (the process of influence on the future). Therefore, at the first stage of change management, it is important to realize that this process can not have strict deadlines, because the pursuit of excellence in the socio-economic environment is a permanent process. Management of changes at the level of the territorial community should benefit the society, which as a result of such changes will receive material, social, and environmental benefits, and has the right and interest to take an active part in management [1].



The use of modern tools and practices of public administration in the context of decentralization of power in Ukraine is one of the main tasks of effective implementation of reforms in our country. In the context of the reform of the territorial organization of power, the change management system begins to play an important role. In a broad sense, change management is: 1) a balanced resource management system related to changes; 2) a set of activities consisting of [2]:

- defining and implementing new values, attitudes, norms, and behaviors within the organization that support new ways of doing work and overcome resistance to change;
- reaching consensus between consumers and stakeholders on certain changes implemented to better meet their needs;
- planning, testing, and implementing all aspects of the transition from one organizational structure or business process to another.

Decentralization in its various forms is now a common feature of reform, both in developed and developing countries. However, it is rarely the only reform that a particular country participates in. Decentralization is often accompanied by profound changes in the management of human, financial and material resources. The extent to which leaders are involved in developing and planning how and to whom responsibility and authority will be delegated varies, but experience at the country level shows that these reforms do not sufficiently utilize technical knowledge in the field of change management. This is especially true for our country, where the momentum transfer of power from the center to communities, due to political problems, not problems of the sector concerned.

It should be noted that the main strategic goal of the reform – creating a comfortable and safe environment for human life in Ukraine-can be achieved by building an effective system of power at all levels of interaction (community-district – region), transferring the maximum possible number of powers to the nearest level of citizen – communities. As well as creating conditions for dynamic development of regions and provision of quality and accessible public services to citizens [4].

It is important that the management of changes in the conditions of decentralization of power should be in favor of communities, since they represent the interests and describe the social, material, environmental and other problems of each region, city, village and direct their activities to solve them.

In our view in order to successfully implement the decentralization of power in Ukraine, attention should be paid to managing strategic change. This helps to correct the directions of activity, modification of behavior of managers in the conditions of change [5, 7].

It is important that every resident of a village or city has the right to evaluate and influence medicine, education, the quality of administrative, municipal, and social services, clean and well-lit streets, good roads, and so on. The local self-government agency closest to people is responsible for providing these services. Therefore, it should have all the powers and means to resolve all issues and be responsible for them.

In modern society, the Central government apparatus cannot immediately notice, detect and respond quickly to all the problems that exist at the lowest level, at the level of administrative centers. Through decentralization, the state authorities will be able to respond faster to changes in society and the changes in each of the regions.

Communities that consist of residents of villages and cities can already determine and solve the problems of a particular region themselves. Communities are recognized as a very powerful generator of change ideas and their implementation. This will lead to an accelerated mechanism for implementing changes.

As you know, since 2014, decentralization has been taking place in Ukraine, which involves the transfer of powers and finances from state authorities to local self-government bodies [3].

In the first stage, the Government adopted the main conceptual document - "Concept of reforming local self-government and territorial organization of government" [3]. The action plan for its implementation was then approved. It was noted and gave a start for reform in Ukraine.

This process made it possible to form, in accordance with the provisions of the European Local Self-Government, and a significant effective and efficient institution of local self-government at the basic level of the United Territorial Communities (UTC). As of today (figure 1), 1002 utc’s have already been created, uniting 11.2 million people (31.9% of the total population of Ukraine) [4].

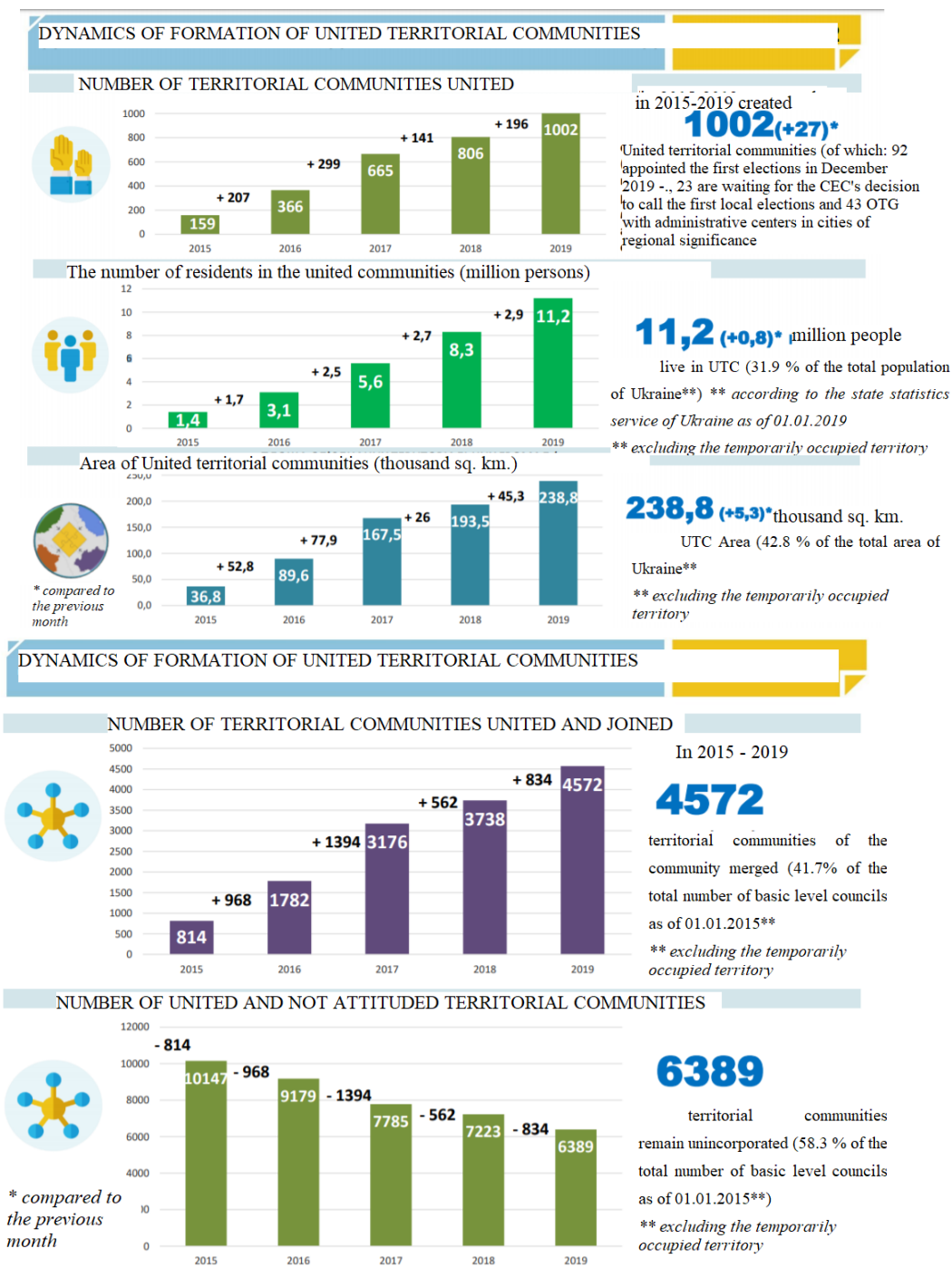


Figure 1. Dynamics of formation of United territorial communities in 2015-2019 [11]

In order to ensure full local development in the process of decentralization of power, the government envisaged major changes after the introduction of reforms (Table 1) [4]:

**Table 1** – Main changes envisaged by the reform of decentralization in Ukraine

Change	Characteristic	Effects
Voluntary Association and consolidation of territorial communities	The voluntary Association of territorial communities allowed the newly formed local governments to obtain the appropriate powers and resources that previously had cities of regional significance.	The state encourages the process of voluntary Association by providing financial support for the formation of the necessary infrastructure for UTC: in 2017, the subvention for the project amounted to 1.5 billion UAH, in 2018- 1.9 billion UAH. In 2017, 2,046 projects were implemented.
Financial decentralization	Effective local self-government and ensuring their progressive socio-economic development of the respective territories should be accompanied by an increase in the resource and financial base. Decentralized authorities should be provided with the appropriate resource for quality implementation.	With the introduction of changes to the Tax and Budget codes, since January 1, 2015, the local government has received more finances to improve its economic viability. The united communities have acquired the powers and resources of the cities of regional significance, in particular, by including in the local budgets of the UTC 60% of the personal income tax on their own powers.

New powers and capabilities	United territorial communities, in addition to increasing their own financial capabilities, as a result of decentralization, have other tools for ensuring economic development - the implementation of external loans, the independent election of institutions to service local budget funds in relation to development and their own revenues of budgetary institutions.	After passing a series of laws on decentralization of authority and regulation of the land relations of the community will have the right to dispose of the lands beyond the settlements.
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According to the government's medium-term priority action plan, the decentralization reform will be completed in 2020. By this time, local councils at the grassroots level should be 100% integrated into capable territorial communities, and there will be a complete and irrevocable redistribution of powers between local governments and state executive bodies [6].

In the scientific literature, the following traditional methods of change management are distinguished [5]:

**Table 2** - Traditional change management methods

Method	Characteristic	Characteristic of the action
Methods focused on people and culture	The method is designed for greater involvement and activity of the public organization and its members.Such methods will increase the level of consciousness of citizens, involve them in solving problems of regions, and improve the group and	<div>- Team building. The diagnosis of joint work is carried out.</div> <div>- Discussion of the results of joint activities and problems.</div> <div>- Discussion of priorities.</div>

	individual processes of the organization.	- Setting goals for public organizations.
Methods focused on the challenges and technologies	Methods aimed at making changes directly in the work of public organizations. In these methods, much attention is paid to the tools and processes that are adapted to achieve changes by public organizations.	- Designing work.  Planing specific actions that will lead to change management.
Methods are focused on structure and strategy	Changes in the structure include changes in roles, responsibilities in the structure of a public organization, and redistribution of powers. Changes in the strategy lead to a revision of the goals and mission of the public organization.	Adaptive organizational structures. As their powers and powers grow, public organizations face the challenge of making constant changes to improve their work processes. This is due not only to an increase in power in such organizations, but also to a change in society and its views. In this case, organizations must be flexible and adaptable to changes.  Strategic change. Such changes represent a complex type of change in the organization, leading to a revision of the organization's goals.

Today, the management of strategic changes in the context of decentralization is one of the most frequently discussed in scientific and practical activities. Implementation of strategic

change management is an important priority for the development of the public sphere, an urgent condition for Ukraine's integration into the international space. It should also be noted that the management of strategic changes is a purposeful formation of changes aimed at overcoming differences between the functioning and development of the management object in the long term or preventing this contradiction [7]. They are divided into two large classes: rational conceptual approaches (models) of changes caused by the implementation of the set goals, plan or project of transformations, and natural, described as an evolutionary socio-cultural process [8].

Strategic changes, depending on the time criterion of efficiency, can be directed to support adaptive functioning (short-term aspect), immediate development (medium-term aspect) and timely transformation of all spheres of activity (long-term aspect) [9].

Today there are five levels of strategic change:

- change of approaches to the management of the territory (sometimes it can be implemented through the modernization of public authorities);
- radical changes related to deep structural transformations of economic sectors;
- moderate transformations that occur when the territory implements strategic changes only partially;
- normal changes caused by the transformation of the territory branding system;
- a constant approach to the development of the territory, which can be observed when implementing the same strategy [10].

However, there are no signs of using modern theories and practices in the field of strategic change management at different levels of public management, which would allow us to carry out the reform process more effectively in our country.

**Conclusions.** So, modern trends in the management of change in the state at various levels allow you to carry out this process with maximum efficiency. The necessity of using modern mechanisms and approaches of such management is conditioned by the demands of time, especially in the conditions of decentralization of power in Ukraine. It should be noted that not only public authorities but also the public are involved in this process. Therefore, the use of

world achievements in change management is a particularly important element in carrying out reform at this stage of our state's development. Further research in this direction should be aimed at specifying the tools for managing changes in the conditions of decentralization of power in Ukraine.

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## NATIONAL IDENTITY UNDER CONDITIONS OF MULTICULTURALISM OF MODERN SOCIETIES

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### **Abstract.**

It is ascertained that the strengthening of ethnical and cultural diversity, the social differentiation of modern societies, the policy of recognizing the identities of minority groups in liberal states objectively neutralize the integrative potential of the national identity, deepen the crisis phenomena associated with the de-legitimization of state institutions and policies which remain without support and loyalty of citizens. Ensuring the integration of modern societies requires the formation of identification models that take into account growing social differentiation and cultural diversity, do not limit individual and group autonomy, but preserve the integrity of society. It is proved that at the core of them there is the societal culture, values and institutions that harmonize and guarantee the compatibility of particular and macro-level identities, redefining the national identity of the age of globalization and multiculturalism.

**Keywords:** national identity, cultural diversity, multiculturalism, polyethnic societies, societal culture, cultural differences, globalization.

National Identity under Conditions of Multiculturalism of Modern Societies.

Postmodern and global transformations of the last third of the 20th and the beginning of the 21st centuries revealed sustained tendencies of growing pluralisation and fragmentation of modern societies, individualization of the lives of individuals who turn into a *decentred* subject,

devoid of the nucleus (centre), rootless, with a heterogeneous “blurred”, “floating” or “sliding” identity. In addition, modern societies “are increasingly shaped by information and are determined by cultural dimensions; their differences in cultures and the definition of cultures themselves become critical social and political issues that affect economic and social policies” (Melucci, 1996, p. 161). In other words, cultural differences being politicized become the basis for the mobilization of ethnic, racial, religious and other groups within societies, they determine political strategies of modern societies.

These tendencies have resulted in real multiethnicity and multiculturalism of most modern societies which are caused by the intensity of migration processes and the transparency of borders, and at the same time, the crisis of modern principles of the organization of societies within which the societal order has been developed in the form of national states. According to G. Therborn, “cultural differences in the society organized in the form of a state not only do not disappear or are not smoothed, but, on the contrary, reveal explicit tendencies to increase” (Therborn, 2001, p. 51). The scholar accounts this, firstly, for immigrant flows from Latin America, Asia, Africa that have covered the New World and Western Europe with their networks since the 1960’s; secondly, the reluctance of migrants to internalize and be guided by Western values. Similar causes of multiculturalism such as the mass immigration, the influx of ex-colonial peoples, the flow of refugees and asylum seekers, as well as the influence of guest workers are distinguished by the authoritative American researcher A. D. Smith (Smith, 2006, p. 150).

The updating and strengthening of the influence of cultural differences are also a specific response to the unifying pressure of globalization on culture, lifestyle, consumption of ethnic, religious and racial groups, which consolidates local identities, stimulates processes of differentiation and fragmentation that in their turn nourish the phenomenon of globalization itself.

Scientists state “a sharp increase in the sensitivity to “differences” and its approval and encouragement in various spheres,” “a large-scale differential turn in the methods of comprehension and the political response to cultural heterogeneity ...” (Brubaker, 2012, p.20). This fundamental trend of the civilizational development forced the liberal states to recognize and consider the reality of diversity in society and culture, to institutionalize the ways of reproducing

group differentiation, which allowed territorial, ethnic, religious, racial, clan and other communities to defend their identity often radically and violently. The consequence is the development of negative phenomena of segregation, separatism, tribalism, terrorism, threat of disintegration processes for the social and political order and consolidation of societies.

The reverse side of the radical differentiation and pluralisation of postmodern societies, the strengthening of local identities is the de-monopolization of the influence of traditional, first of all, national and civil identities that integrated and consolidated the society. They ceased to be perceived as the “self-evident” basic level of identification of the modern individual who is constantly searching and affirming his own self under the conditions of increased alternatives to its achievement. The globalization and postmodern worldview, as emphasized by the Ukrainian researcher A. Postol, ““undermining” the foundations of the modern state, destroy the national identity as one of the basis of the society and state’s unity the place of which is occupied by multiple loyalties that reveal the confused members of society trying to solve personal and social problems and realize their own potencies” (Postol, 2010, p. 74).

There is a large number of investigations into the preconditions, causes and consequences of the crisis of national identity under the conditions of globalization and multiculturalism of societies (U. Beck, Z. Bauman, S. Huntington, D. Held, M. Castells, A. Smith, T. Friedman, O. Andreeva, M. Kozlovets, L. Nagorna, and others). In our opinion, substantial causes of the crisis of national identity are, first of all, the transformation of the functions and role of the national state due to the erosion of sovereignty (primarily economic and social), the delegation of significant amount of power to both local and supranational levels, and as a consequence, the inability of national governments to all-sufficient policies, which erodes positive feelings of belonging to the national community – loyalty, patriotism, reinforces the autonomy of individual groups, individuals, their orientation towards individualization of lifestyle and cosmopolitan models of identification.

Globalization of economic activity, free trade, international distribution, and individualization of labour direct mobile groups and elites toward activities beyond national boundaries. Hence, the loyalty of such mobile and educated groups of population is gradually transferred to the international, transnational level, and they often view their social obligations to society as an

unnecessary burden trying first of all to escape from paying taxes to national budgets. It reduces their attachment and involvement in local places and communities weakening the sense of national identity. Ch. Lasch summed up that “denationalization of business entrepreneurship leads to the creation of the class of cosmopolites who see themselves as the “citizens of the world but do not accept ... any duties that are usually imposed by the citizenship of any state”” (Lasch, 2002, p. 41).

Such processes take place among the elites who were the main “producers” of national ideas, senses, and narratives and ensured their handing down from generation to generation. However, modern elites in their worldview, priorities, styles of life and consumption have gradually become closer to elites of other states than to their compatriots. National for the elites is often perceived as a “relic of the past which can be emotionally significant, but possesses smaller and smaller social and economic value”; for them “the national culture and national language are not very important, and may even become an obstacle” (Tamir, 2006, p. 51). Gradually, the elites lose touch with the national community, distance themselves from the national identity, and denationalize. Ch. Lasch explains the position of modern cosmopolitan elites: “the market where the new elites operate is international in scale now. They owe their fortune to the enterprises operating beyond national boundaries. They are more concerned about the uninterrupted functioning of the whole system (global – L.U.) in general than any of its parts (states – L.U.)” (Lasch, 2002, p. 31).

Thus, global factors which divide the modern societies into mobile and non-mobile strata or, according to Z. Bauman’s accurate statement, into “global wealth and local poverty” become important criteria of social differentiation, in addition to cultural ones. M. Castells continued that logical series: “elites are cosmopolitan, ordinary people are local”.

Thus, the cumulative effect of the described tendencies destroys the socio-economic efficiency of the national state, leads to the curtailment of its social and control functions that are taken over by the global market and its transnational structures, and reduces, according to Z. Bauman, the “integrative capacity of the nation.”

At one time, “the emergence of a national state became a reaction to the problem of

disintegration of the population "torn out" of the social class unions of the early modern age." Paradoxically, the modern states also faced the necessity to ensure "the consistent social integration of the increasingly differentiated societies" (Habermas, 2001, p. 235). After all, the global trends in the development of modern societies and the new opportunities that they open to certain individuals and groups do not eliminate the "cognitive need" of the individual and society in the order, predictability, and certainty, as well as the desire of individuals and communities to understand the world and "who they are." Z. Bauman analysing the crisis of the nation-state in the modern age described it as "a situation without any centre that can hold", but he noted that "people can thrive ... only in an *organized* (structured, regular) environment ... where the essences are clearly outlined and the probability of events is clearly differentiated, managed and counted" (Bauman, 2008, p. 219). The social constructivist P. Berger justifies the need for such an environment with the "fundamental constitution of a human" that "will inevitably again build institutions in order to create an orderly reality for themselves" (Berger, 2009).

The well-known theorist of multiculturalism Ch. Taylor also acknowledged that "a single political identity" is "a vital necessity" for modern democratic societies: "in practice, a nation can ensure the stability of its legitimacy only if its members are closely interconnected through the common loyalty to the political community". However, the problem that creates a constant "internal confrontation" is the people who have a legitimate right to citizenship, but do not want to accept the identity of the majority as the only way to unification. Their exclusion contradicts the idea of popular sovereignty, which implies "not only the power of the people, but the power of *all* people" (Taylor, 2002, pp. 18, 31). The fact of citizenship for such individuals does not mean a conscious affiliation with the national community and internalization of common values and behavioural patterns.

Therefore, on the one hand, the ideal and model of the national state have not found any tested by political practices alternative forms of organization yet and it remains a powerful catalyst and an integrative factor for the development of modern states on many continents, on the other hand, one cannot ignore the differential potential of globalization processes that caused the actualization of ethnic, racial, linguistic, gender, and other local identities. They form new networks of loyalties that threaten the integrity and stability of the modern societies which were

based on the nation state.

In response to the “differential challenge” in social sciences, there emerged theories that justified the possibility of organizing the society, interdependencies and solidarity in it outside the national framework. U. Beck, for example, suggested the concept of methodological cosmopolitanism contrasting it with methodological nationalism, irrelevant, in his opinion, to the openness of societies, transnational economy and global civil society. The implementation of U. Beck’s cosmopolitan idea would enable the phenomenon of a cosmopolitan state, which implies the coexistence of national identities on the basis of constitutional tolerance. J. Habermas, S. Sassen, U. Beck and others developed the notions of “post-national identity” and “constitutional patriotism”. Radical postmodernists argued that the only alternative to an integrated national idea for the society was the conglomeration of groups, communities united by the solidarity of feelings and not by interests. By the nature of internal relations and the state of the individual in it, they resemble the tribes that existed at the beginning of the history of humanity. Thus, the Italian philosopher M. Maffesoli called them the “new tribes” and defined as the basis of the social organization and identification model of Postmodernity (Maffesoli, 1996).

The ideas of new tribalism were developed in the context of the theory of Nomadism (from the Greek word *nomás* – a nomad, or “nomadism”, “a journey”) by G. Deleuze and P.-F. Guattari. They considered nomadism as an alternative to the “settled”, that is, the classical understanding of the being and identity (Deleuze & Guattari, 2010). Under the influence of globalization and postmodern change, the scholars believed, in the mass consciousness the stable hierarchical structures are ruined; they are replaced by “tribal psychology” the bearers of which are micro-groups (nomads) that are linked by socioeconomic and bio-cultural ties. Plenty of such interconnected nomads give a chance, according to scientists, to neutralize the influence of the centres of power rooted in the state. In this sense, nomadism as a model of the organization of society is opposed to the state that “enroots the individual,” often with ascriptive, coercive methods. The nomadic strategy of identification in the situation of postmodernity was developed by Z. Bauman. He chose a pilgrim as a metaphorical figure that embodies the transitivity of the modern era. The scholar emphasized that before the postmodern age pilgrims had had “the support in the strength and stability of the world in which they travelled” and in which “one

could speak of life as a continuous and ““meaningful story””, but Postmodernity as the context of building the pilgrim’s identity loses its stability, certainty and continuity. Z. Bauman considers it through the metaphor of the Desert “whose flat surface, although convenient for those who want to leave their mark, keeps the traces badly” (Bauman, 1995). Therefore, the problems with identity in the post-modern era are transformed from the “troubles” with its construction to its preservation.

In the theories of nomadism and neo-tribalism, there are noticeable new trends in the development of modern societies, the evidence of the growing fragility of the social and political institutes of the Modern, and the established definitions to which the classical European science has become accustomed. However, they can only be considered by intellectual alternatives that draw attention to the possible consequences of intensive social and cultural differentiation of the modern societies. In political practices of the modern societies, they are reflected in the policy of multiculturalism, which in liberal societies is interpreted as the struggle of minority groups for the recognition of their uniqueness. The basis of multicultural practices is the policy of distinction from dominant cultural values and norms, which reflects the aspirations of formerly oppressed or marginalized groups (racial, gender, ethnic, etc.) for public recognition and affirmation of particular identities. The idea of multiculturalism also emphasized the non-conflict existence (co-existence) of different cultural groups and, most importantly, the mutual recognition of their difference. This, according to the logic of supporters of postmodernism and multiculturalism, destroys asymmetry and hierarchy in their relations and identification processes. However, in the reality of modern societies, the relations between different groups in the process of struggle for identity are not always conflict-free, and individuals are often not free in their choices, although they may not be aware of the influence, pressure of the already-prepared patterns of identification generated by the media, elites, transnational actors, state institutions. Moreover, modern states lose their monopoly in constructing these models (patterns) of identity. As a result, the patterns for identification of the individual are often controversial or ambivalent and, on the one hand, they increase the sense of uncertainty, non-rootedness, fragmentation of the individual, their “lack of focus”, on the other hand, they deepen crisis phenomena in the functioning of modern states which are primarily related to the de-legitimization of institutions and policies, since they remain without the necessary support and



loyalty of their citizens.

The principle of citizenship, which in the modern state rested on the interconnection of political rights and national affiliation and significantly contributed to the equalization of the statuses of individuals and groups, cultural and political integration, is also substantially transformed. The expansion of the practice of dual (or more) citizenship, its monetization (the possibility of acquiring citizenship for investments in the economy of the country or simply for a fee), simplification of naturalization processes and gradual elimination of differences in the legal status of citizens and non-citizens in the democratic societies neutralize the value of citizenship, limit the consolidating influence of civil identities, which are the result of awareness by the subject (individuals, groups) of affiliation and connection with the broader socio-political community and their solidarity with all the citizens of the state.

The above suggests that identification models are more relevant to the postmodern societies, which take into account the increasing social differentiation and cultural diversity, do not limit individual and group autonomy, but preserve the integrity of society. After all, as C. Calhoun noticed, the post-national world also needs to identify new forms of “social solidarity and collective identity that should become the place of nations” and “the basis of republican political institutions.” National identity and national projects “formed the sense of internal coherence, boundaries and, even, moral virtue for the “peoples” whose interests the states were obliged to serve” (Calhoun, 2000). But the development of national identity in the modern world, its redefinition require taking into account the wider context (internal and external) and the peculiarities of global and postmodern dimensions of functioning the modern societies that predetermine the constructing of new forms of identity and loyalty both beyond and within the national forms of being, however, through the national state.

The limitation of traditional mechanisms and resources of national integration under the conditions of Postmodernity and globalization determine the need for the redefinition of the national identity, and for the “new” states (including the Ukrainian state) – the constructing of identification models that would meet both the needs of the nation- and the state-building, and the multicultural, differential challenges of the global era. We also emphasize that ontologically nations are not “ideal” constructs; they are determined by the real historical conditions for the

integration of society by virtue of politics, which, according to D. Schnapper, “can never be brought to an end” (Schnapper, 2007, pp. 39–40). This requires rethinking of both the nation and the national identity as a basic model of collective identities and a new understanding of collective relations and affiliations, which functionally ensure the integration and consolidation of the society in the new civilization context and can only be realized on the basis of the desire for common identity.

Directions of transformation and redefinition of the common political identity relevant to the ages of multiculturalism and globalization should ensure its functioning and influence at the macro level of social and political systems, and at the same time form the principles of interconnections between ethno-cultural, racial communities, social groups, and universalizing them. Consequently, the basis for constructing such an identity is common, universalist for a particular society markers that combine the array of multiple individual and particular identities without destroying them. The common political identity forms the perception of the society and state as the integrality under the conditions of social and cultural heterogeneity, fragmentation of modern communities. It focuses on the search for identity with basic societal features, not on the criterion for group differentiation, therefore it focuses on the inclusive aspects of the identification process. The most significant and common ground for belonging to the macro community is citizenship, which, however, does not always involve self-identification with the national community. Ontologically, it appears to be a common field (matrix) within which the basic types of collective identities (ethnic, national, civil, state), reflecting the uniqueness of large communities, function and interact, the reproduction and institutionalization of identification models of a political nation, their redefining or constructing with the use of power structures are provided. Institutional and political dimensions of the macro-level political identity, formed by intergroup interactions, reproduce the cultural and mental, symbolic and value elements of the national identity.

The common political identity at the macro level combines and coordinates the integrative and differential processes at the level of society and state, that is, the opposite, at first sight, tendencies of localization and universalization of the political space, which, on the one hand, stimulate the processes of cultural differentiation, fragmentation, desire to protect local and

individual identity, on the other – the search for the “centre” for an individual, the collective “foundations” of self-determination of the community as the basis of socio-political order.

The peculiarity of the common macro-level political identity is the protuberance of its political dimension, which can be explained by the strengthening of social differentiation and cultural heterogeneity. The multiculturalism of modern societies violated the balance of the political and cultural in the national identity, shifting it into the political sphere. It deprives the national identity of the “internal” integrative (cultural, symbolic) sources of its reproduction and development, in other words, its universalizing influence on ethno-cultural groups. Therefore, ethnic, racial, religious groups are often able to provide a strong intra-group identity, stronger than national or country-wide. In defending their interests and identity, minority groups use universalist norms (national and international) that cement new group divisions and undermine the foundations of the political order.

These tendencies update the political and institutional mechanisms of reproduction of not only the diversity of the modern societies’ identification models, their cultural-symbolic and historical components, but also the harmonization of the world pictures, formed by them, on the basis of the values of societal culture and institutions rooted in the societal culture. Thus, the basis (core) of the common political identity, its regulatory and integrative function is formed by the cultural, value and institutional components of the dominant ethnic group or titular nation, which form the basis for mutual harmonization and compatibility of particular cultures and identities. These values and norms of the societal culture regulate interpersonal, intergroup interactions, and, hence, the process of reaching agreement in society. But primarily they ensure the peaceful coexistence of national and ethnic identities, the possibility, according to the British theorist D. Miller, “to nest in one another” (Miller, 1988, p. 657).

An essential feature of common political identities is their ability to “embed” in broader civilizational identities and ensure integration of the national community and the state into the structures of regional and international systems.

In this context, the common political identity is the result of the self-awareness and self-description of the imaginary collective “We” by the societal community, the macro-group

(political nation), and can be considered as the basis (matrix) for redefining and constructing of the common national identity within which its basic dimensions (ethnic, state, civil) function, and the interaction between which coordinates, organizes and synthesizes their cognitive (semantic, symbolic elements), value and connotative elements, ensures their coherence and integrity. Thus, in the study of political and collective identities, the issues of the relation between universalism and particularism, and the mechanisms and principles of the dialogue of identities are problematized, for the benefit of reaching agreement and developing a common strategy.

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## INNOVATIONS IN HUMAN CAPITAL MANAGEMENT

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### **Abstract.**

Modern transformational processes in the national macroeconomic environment require the search for innovative approaches to manage human capital being a priority labor force of the publishing industry, which provides a strategy for its development and contributes to success in the common business space.

**Keywords:** human capital, innovative approaches, publishing industry, national macroeconomic environment.

The concept of human capital was suggested by the American researcher and the 1992 Nobel Prize winner in Economics, Gary Stanley Becker.

Human capital is a human store of knowledge, skills, motivations, etc. According to G. Becker, investment in human capital is the cost of obtaining a degree, qualifications, accumulating a certain kind of experience, maintaining health and more. As a rule, investments in human capital are made in order to generate income, taking into account the expected rates of return adopted by the investor; the return on investment in the development of human potential is, on average, greater than the return on economic capital [1].

Human capital is an established and supportive reserve of physical health, knowledge, skills

and competences, as well as potential opportunities and motivations, which should be used in the field of economic activity in order to obtain appropriate results that will meet the needs of the national economy and society. Human capital should promote the increase in productivity and economic efficiency in the macroeconomic environment.

Despite having a huge professional human potential, our country cannot be compared with any highly industrialized country in the international environment taking into account the level of welfare of the vast majority of the society. The basic aspects of this situation are related to the quality of regulation and management of professional opportunities of representatives of the national society [2].

According to the basic principles of the modern theory of human capital, human capital means the totality of knowledge, skills, abilities, motivations and energy acquired in the course of training and practical activity and possessed by a person who uses them for a certain period of time in economic activities in order to obtain relevant results. Human capital is an asset that converts acquired human potential into benefits and commercial aspects of economic entities, socio-economic aspects for the state as well as status and material effects for human potential carriers in the national macroeconomic environment [54].

The Ukrainian professor E. A. Kuznetsov maintained that management capital is a certain dominant force that forms a higher level of human capital in the national macroeconomic environment. The effective management creates an innovative format for the strategic development of the national economy and its segments.

In the context of the increased globalization processes and European integration, the human capital of the publishing industry, as a strategic resource, must have an innovative focus of its development as absolutely all operating conditions in the industry are focused in the working process.

Human capital management has a significant influence on the strategy of the development of the publishing industry in the national economy and highlights the following challenging systemic issues. Firstly, it is necessary to regulate the level of labor costs associated with

publishing as well as to optimize them. Secondly, the financial resources associated with improving the work efficiency and its positive impact on the resulting effect of the publishing industry need to be increased. Thirdly, it is necessary to take into account the influence of social factors of the internal macroeconomic environment of the country on the strategic development of the publishing industry.

The economic mechanism of human capital management in the publishing sector of the national economy is an instrument of operational, tactical and strategic influence on the sectoral system of management also serving as a guidemark to make effective management decisions in unstable conditions of the development of the national economy.

Human capital should work within the system of capital circulation in the publishing industry and maximize the results of the economic activity. Thus, a quantitative segmental assessment of the efficiency of human capital utilization by linear and functional aspects is imperative.

The index of the use of human capital in the publishing industry requires elaborating the definitions for the following indices:

- the cost index that shows the total labor costs divided by the full-time equivalent of an able-bodied person;
- the income index that shows the income earned, secured with the corresponding investment in the human capital of the publishing industry, divided by the full-time equivalent of an able-bodied person;
- the performance index that shows net profit divided by full-time equivalent, which is calculated as an average number of employees in the publishing industry.

In today's transformational environment, in the publishing industry, priority should be given to specialists who possess the appropriate competencies, innovative technologies for managing an employee's career-oriented capabilities involved in the economic activity of the publishing industry.



The modern principles of the strategy of the development of the publishing industry in the national economy also imply a change in the concept of human capital management in the industry:

- building a personnel policy and strategy, which are aimed at expanding socio-economic results within the framework of economic activity in the industry;
- introducing modern models of remuneration in the publishing industry;
- applying a social motivational mechanism and modern methods of stimulating the activity of the personnel in the publishing industry;
- introducing modern principles of the formation and development of personnel in the industry.

To monitor the functioning and development of human capital in the publishing industry, a balanced scorecard that includes the following interrelated parameters is proposed:

- the structure of sectoral human resources, that is the value of human resources expenditures, the coefficient of turnover, the coefficient of security;
- the organizational and economic efficiency, that is income, net financial result, total income, value added, payback ratio of investments in sectoral human capital;
- financial expenses: wages and other compensatory expenses;
- social security, that is social payments from the relevant sources; staffing, that is the cost of hiring manpower from relevant sources;
- staff turnover, that is the number of redundancies for various reasons in the industry;
- sectoral development of human capital, that is the cost of training or retraining, the number of employees who have been trained, retrained or given an advanced training.

In the publishing sector of the national economy, labor resources must effectively contribute to the increase of socio-economic indicators that affect the development of the country. In a significant number of entities, a large number of staff are rather indifferent to the results of the economic activity, and sometimes, counteracts innovations, which disrupts their usual pace of work. It is well-known that only motivated staff can effectively work and create added value and public wealth in a macroeconomic environment. The identified aspects form the core objective of an effective human capital management system to provide a strategy for the development of the national economy's publishing industry.

To diagnose the effectiveness of management decisions related to the sectoral human capital, it is advisable to use an indicator that characterizes the financial performance of human capital. The indicator provides analytical information on the effectiveness of financial resources invested in human capital and is defined as the ratio of an entity's total income to the total costs of staff involved in the publishing industry.

The use of the indicator of human capital efficiency in the management of entities of the publishing industry should be guided by building a system of intercompany relationships based on the rationalization of economic processes, the optimal use of resources, the use of modern fixed assets and the introduction of innovative technologies, updating the range of publishing products, improving the quality of work of all segmental components of the publishing industry. On this basis only the necessary background can be formed for the effective use of human capital, which strongly influences the strategic development of the industry.

Achieving the strategic goal of the development of the publishing industry in the national macroeconomic environment is possible with a certain distinction of forms, models and methods of management of sectoral human resources, as well as with the improvement of the motivational mechanism in the current conditions of functioning of the national economy.

The main series of measures aimed at improving the efficiency of the publishing industry are interrelated with the issues of reconstruction or modernization of intra-branch economic activity and addressing local issues related to the rationalization of labor processes, innovative approaches to the organization of labor, professional development or retraining of staff, the

digitalization of the personnel policy, etc.

The identified aspects theoretically prove that the mechanism of the human capital management in the publishing industry is a significant socio-economic instrument of multifaceted influence on the system of securing the development strategy of the publishing industry of the national economy.

In the national macroeconomic environment, due to the low level of the digitization, the formation and maintenance of the regulatory support, its limits, inconsistent requirements, accounting units and degree of accuracy, it is almost impossible to keep track of the differentiation of the level of use of individual segmental components of the human capital in the publishing industry in the context of the increased globalization and international labor migration. However, the significant share of labor costs in the publishing cost requires the functional control of the process of their multifactor formation and minimization, taking into account the industry features.

A prerequisite for the effective management of human capital in the publishing industry is the application of the principle of adequate systemacity. The use of a systems-based approach makes possible the scientifically sound synthesis of individual functions of human capital management into a single whole, taking into account the influence of internal and external factors of the macroeconomic environment.

The adequate systems-based approach enables to study the process of human capital management, taking into account not only the individuality of each element, but also their functioning in interconnection.

The most important features of the human capital management in the publishing industry are:

- the presence of different components;
- the existence of interconnections between the components of the system;

- the presence of a specific goal, which is the beginning of a system that connects and defines the interaction between the components.

Thus, the adequate system of human capital management in the publishing industry implies a set of interrelated and at the same time different components that affect the effective functioning of the industry.

Therefore, in the conditions of further development of market relations, human capital management in the publishing sector of the national economy should mean the creation of a rational, well-founded, holistic and uninterrupted economic system with specific targets and interconnected components that must adequately respond to the globalization macroeconomic processes.

Using the systems approach to human capital management in the publishing industry, we can comprehensively study and investigate a management entity, identify the core objectives of the management process, with the compulsory separation of execution sequences, as well as build an appropriate effective management system.

With the combination of systemic and situational approaches, the efficiency and effectiveness of the human capital management process is significantly improved, based on the evaluation of relevant indicators of economic activity in the publishing industry of the national economy.

Thus, the innovative direction of the human capital management system in the publishing industry is carried out through a compositional management mechanism that is interconnected with the strategic goals of the industry and is focused on achieving the chosen development strategy.

The compositional mechanism of human capital management in the publishing industry is a multi-level targeted system consisting of the relevant elements of the management of the publishing industry.

The process of human capital management is a governing system and is considered internally

as a set of the following aspects:

- the compositional control mechanism consists of goals, tactical goals, operational tasks and actions;
- methodological tools;
- complex management measures with modeling;
- information and analytical support;
- legal regulation;
- functional tools (monitoring, diagnostics, evaluation, analysis, control and audit);
- segmental association that characterizes the control system in relative statics, considering the structure, qualitative and quantitative parameters, etc.;
- models for improving the human capital management system in the publishing industry.

When considering the structural components of the composite mechanism of human capital management in the publishing industry, it is necessary to determine the parameters that characterize the main strategic goal of the industry.

In our opinion, this parameter can be an indicator of human capital efficiency, which is calculated as the ratio of total income to the amount of human capital. It describes the amount of total revenue that the publishing industry receives from each hryvnia, which determines the human capital in the industry. Adjusting this indicator will maximize the total revenue in the publishing industry.

The basic guidelines of the composite mechanism of human capital management in the publishing industry are:

- the attraction of qualified labor resources;
- the optimization of management staff;
- the formation of the optimal number of production personnel in the industry;
- ensuring the socio-economic efficiency of the staff's work through constant, objective evaluation of the results of their work, professional competence and certification;
- the purposeful planning of development and reproduction of human capital in the publishing industry through training, advanced training, formation of human resources and other models that ensure the adequacy of human capital in the strategy of development of the publishing industry of the country;
- innovative forms of staff motivation;
- investment support;
- socio-economic development of the publishing industry and its structural elements, economic and administrative processes, organizational culture and other indicators that stimulate the effective use of human capital and its reproduction in the publishing industry of the national economy.

The conceptual model of the composite mechanism of human capital management in the publishing industry is shown in Fig. 3.1. The composite mechanism is the interconnection of the relevant structural components that are interconnected by the logical horizontal and vertical connections, providing high efficiency and effectiveness of the current mechanism in order to focus on the strategic goal of human capital management in the publishing industry, which provides an opportunity for the development strategy of the publishing industry of the national economy. The conceptual model of the compositional mechanism of human capital management in the publishing industry, as any integral management system, includes certain principles, functions, and corresponding indicative regulatory parameters.

Functional orientation of the human capital management mechanism includes:

- staff work management;
- labor remuneration management;
- management of stimulation and motivation;
- management of vocational training, retraining or professional development;
- labor management relations;
- management of social support for employees;
- work planning, job standardization, accounting, control, analysis and evaluation;
- inter-sectoral and intra-sectoral cooperation of staff.

It should be noted that methodological tools are used in the form of certain parameters and standards. Planning, accounting, control and analysis indicators must be interrelated, which is explained by the unified focus on functions of the compositional mechanism of human capital management in the publishing industry.

The main features of the indicators that characterize human capital management in the publishing industry are:

- correspondence between the indicators, tactical goals, and operational tasks of human capital management in the industry;
- optimal number of indicators;
- correspondence of accounting information indicators;

- the ability to use the indicators at all levels of management;
- synergy of some indicators, which is carried out at the expense of emergence.

The main features of compositional mechanism of human capital management in the publishing industry are:

- focus on the improvement of economic activity in the publishing industry by reducing costs and increasing labor productivity;
- coordination of interests of the internal economic system as a whole and particular employees, based on the implementation of organizational management functions;
- - objectivity, validity, and reasonableness of human capital development in the industry;
- flexibility regarding new conditions of management and development of productive forces in the national macroeconomic environment;
- variable modeling of the workforce functioning and development in the publishing industry;
- progressiveness that emphasizes the dynamic development of the publishing industry and the sectoral human capital.

The variety of operational tasks for human capital management in the publishing industry can only be solved if a comprehensive approach is taken.

The improvement of the quality of human capital should be an important task in the publishing industry, which implies the level of professional characteristics, personal and psychological characteristics and competencies of staff who meet the requirements of economic activity in the publishing industry.

Only in the presence of well-established personnel management, which has its distinctive features and properties in terms of market relations, it is possible to achieve the optimum level of



human capital in the publishing industry.

The strategic component of the formed compositional mechanism of human capital management in the publishing industry must be the investment and innovation component, which gives the opportunity to create proper investment and innovation potential in the human capital management of the publishing industry.

Investment and innovation support for the development of human capital in the publishing industry is the most effective one, as it allows obtaining an integral social and economic effect of capital investment taking into consideration current trends in the use of potential labor resources.

Investment and innovation provision of human capital in the publishing industry should have a vertical orientation:

- distinctiveness that provides with the formation of the human capital of an entity of the publishing industry;

- intra-industry level, which ensures the formation of human capital in the publishing industry of the country;

- cross-sectoral level, which allows the formation of human capital of the publishing and related industries of the country;

- regional level, which guarantees the formation of human capital within the relevant geographical segment;

- national level, which establishes the formation of human capital in the national macroeconomic space.

Thus, the investment and innovation component of the compositional mechanism of human capital management in the publishing industry in the context of functional transformation of the macroeconomic system of the country, is a powerful tool that provides the strategy for the

development of the publishing industry.

Substantial manifestation of changes in the macroeconomic environment is the promotion of people at the center of the reproduction process, so human capital is the dominant factor of economic growth and development; it determines the progress rate, level, and quality of strategic development of both an individual entity and the relevant branch of the national economy. However, one of the most difficult problems of modern management is the effective use and further development of human capital.

Motivational mechanisms that must fit the modern paradigm of management and regulation have a significant influence on human capital management in the publishing industry. In view of this, it is necessary to investigate and distinguish a scientifically grounded approach to the labor motivation in the publishing industry, which takes into account modern nature of employee psychology. The importance of a properly constructed motivational mechanism in the publishing industry is conditioned by the dependence of the final results of the quality of human capital management.

It is necessary to apply parallel motivation over the whole range of motivating factors in the publishing industry, from the higher to lower one, which allows the employee to embody all categories of needs that are stated in Maslow's theory. When building a motivational mechanism in the publishing industry, it is necessary to take into account that each personality has his/her own value system, which defines a unique set and correlation of motivating factors and actions.

The development of effective intra-industry motivational programs is focused on encouraging employees to act not only by taking into account their social and economic needs in the system of remuneration, but also on forming behavioral motives that work on the economic performance. Thus, a cognitive and value approach to manage the publishing industry is implemented.

The cognitive and value approach reflects a person's system of knowledge in the field of management, functional technologies of branch management, the formation of systematic, analytical and flexible management thinking, knowledge of psychological and social needs of employees, orientation in the search systems of analytical information, individual professional

and physiological world view, and opportunity to use potential staff capacity.

Thus, the current system of motivation in the publishing industry should include such categories as social, economic and intercultural space, development of subjective potential of employees of the industry.

When building a motivational mechanism in the publishing industry, we should also consider the fact that each employee has his or her own modeled system of values and the ratio of motivating factors and actions.

The main sectoral factors of motivation are:

- payment of labor remuneration in any form;
- insurance services;
- material services;
- profit sharing;
- preferential loans.

In the publishing industry, it is necessary to apply a social sectoral motivational package, which consists of a wide and flexible choice of motivational factors, in terms of which each employee has the right to choose the appropriate motivational tools that are currently relevant to him/her. Nonmaterial motivators that do not require appropriate financial support have a great influence on the social and psychological climate in the publishing industry.

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## FOREIGN EXCHANGE MARKET ANALYSIS IN UKRAINE

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### **Abstract.**

One of the factors of economic condition of the country that has a significant impact on economic growth is considered. The exchange rate is a means of implementing monetary policy, with the national currency having limited convertibility as it is not in constant demand in the global financial arenas. Ukraine is undergoing processes of integration into the European Union and development of cooperation with the leading countries of the world, which first of all requires the state to reform approaches to regulation of the foreign exchange market, to search for effective mechanisms and instruments for its implementation, neglecting which causes the currency crises, destabilizes the national currency.

**Key words:** currency market, exchange rate, currency regulation, currency interventions, shadowing.

## **1. Introduction**

At present, many works of domestic scientists are devoted to the interpretation of the concept of "currency regulation". However, in our opinion the most complete definition is V.V. Klimenko, who viewed currency regulation from two sides. On the one hand, these are regulatory acts aimed at regulating capital flows from country to country, and on the other hand, part of the macroeconomic policy of the state, which concerns the sphere of monetary and financial relations of citizens of the country [3].

The currency market is an economic category that can be interpreted from different sides. First, it is a set of relationships that allow the purchase and sale of foreign currency and other currency values. Second, it is the set of specific institutions through which these foreign exchange transactions are carried out. Thirdly, it is the official financial center, that is, the place where currency transactions are carried out [2].

## **2. Presentation of the main research material**

Monetary relations cause significant impact on the dynamics of economic development of each country. Ukraine's economy is characterized by high transparency and highly sensitive to changes in the international environment. To avoid or minimize the negative consequences of financial crises or other adverse factors of external influence in the country are subject to a number of regulatory measures, aimed at defining the conditions of organization and implementation of monetary relations, the domestic foreign exchange market and its actors. In addition to processes occurring in international markets, especially foreign exchange regulation determined by the state, conditions, and direction of internal economic development

of the state. Because currency control is a component both monetary and economic policy of the country as a whole, it is developed and implemented in accordance with national goals [1, p. 80].

In accordance with the innovation law of Ukraine "On currency and currency transactions" (Act), which replaced the Decree of the Cabinet of Ministers "On system of currency regulation" from 1993. As a consequence, the Resolution of the NBU dated 05 Feb 2019 No. 31 repealed obsolete 252 legal acts of the NBU in the sphere of currency regulation. However, on June 20, 2019 there is a norm which obliges to sell 30% of foreign exchange earnings on the interbank foreign exchange market. For SMEs and large businesses, such changes could entail the active use of derivative financial instruments (forwards, futures, options, swaps). Taking into account the forecast, the bankers hope to improve: businesses will increasingly have currency in Ukraine, for now, to withdraw the currency in any time.

On May 8, 2019, the NBU Resolution №66 of May 7, 2019, "On Amendments to the Regulation on Measures to Protect and Determine the Procedure for Performing Individual Transactions in Foreign Currency" came into force [9].

Analyzing the main reasons for the depreciation of the national currency against the foreign currency, first of all, it should be noted that Ukraine is a commodity economy, so its GDP depends, first of all, on the level of external prices in the main export directions (metal, ore, grain). Given that the agricultural sector is still profitable, hostilities in the east, where a significant proportion of mining and machine-building industries are located, have led to a significant reduction in export earnings, which in turn has led to a shortage of foreign exchange in the foreign exchange market Of Ukraine. To the list of factors that contributed to the UAH devaluation should be added such as: negative business expectations, a decrease in foreign direct investment inflows, a significant increase in public debt service costs, devaluation of currencies of trading partners, etc. [7, p. 10].

Taking into account "sharpening political events" in the Ukrainian currency market, it became a turning point in 2014, when the national currency began to sharply depreciate. Thus, at the end of 2013, of UAH exchange rate against the USA dollar on the interbank foreign exchange market



was at the level of UAH 8.11. for \$ USA. In 2015, for the period January - March the rate increased from 15.77 UAH / 1 USA. US \$ 23.44 / \$ 1 USA; in 2016 for the same period - increases from 24,00 UAH / 1 USA. To 26,22 UAH / 1 USA ; in 2017, the peak period was October - December, which was marked by an increase in the rate from 26.52 UAH / 1 USD. US \$ 28.07 / 1 USA; the only summer period of sharp increase in the rate was 2018, when in July - September the rate increased from 26.19 UAH / 1 USA. To 28.30 UAH / 1 USA The USA, which is the result of a currency shortage due to the decline in export activity of domestic enterprises, usually in the winter.

As of March 31, 2019 the official UAH to US dollar exchange rate was UAH 27.25 / USD 1. however, for the period of December 2019, the rate was submitted daily but at the end of the month it increased to 23.68 UAH / 1 USD. USA. Therefore, compared to 2014 and 2019, the UAH depreciated by 2.5 times against the US dollar. The official UAH exchange rate against the euro was 30.57 UAH / 1 euro.

According to statistics, the share of the shadow economy of Ukraine is about 50%, although the real data are much higher. Shadowing the economy is linked to the prosperity of the "black currency market". Currently, several UAH exchange rates have been formed in the country at the moment - the official one that establishes the NBU, the interbank and the so-called "black" (which involves currency trading in the illegal exchange market). In 2014 in Ukraine it was difficult to buy the currency legally, but there were no particular problems with its purchase from speculators. Of course, the currency price in such conditions is much higher than the official NBU rate. Despite this, the official market turnover is falling and the shadow market is rising. Over the last year, the volume of interbank trading, as a rule, does not exceed \$ 300-500 million. per day, whereas before the 2014 crisis, the daily trading volume on the interbank exchange market was about \$ 1 billion [10].

It should also be noted that the "unfavorable" situation in the East, which implies political instability within the country and the ambiguous attitude of the leading countries of the world to the conflict, has a significant impact on the fall of the national currency.

The National Bank of Ukraine used currency intervention from the main instruments, which

was observed from 2015 - 2019, which was a significant predominance of currency purchases over sales volumes (starting from 2016, the use of foreign exchange interventions is aimed at increasing the reserves of foreign currency reserves and increasing the sale of foreign currency). We invite you to pay attention to the recent years the volumes of currency interventions that were carried out by NBU Table 1 and information about the NBU currency interventions by months Fig. 1.

Table 1. Volumes of currency interventions of the National Bank of Ukraine 2014 - 2020 [6]

NBU Currency Intervention Volume by Year (Million USD)			
Year	Sale	Purchase	Balance (sale - purchase)
2014	4579,0	9,3	-4569,7
2015	218,2	430,0	211,8
2016	268,0	503,1	235,1
2017	462,8	272,0	-190,8
2018	1801,82	3173,78	-1371.96
2019	529,23	8462,60	-7933.37
2020	30,00	298,00	-268.00

For the 1st quarter. In 2019, the sale of foreign exchange interventions amounted to \$ 166.8 million. And the purchase - \$ 791.6 million. USD, which amounted to a positive balance of \$ 624.8 million. USA.

According to the Currency Intervention Strategy 2016-2020, the National Bank of Ukraine did not buy currency during the period of fluctuations towards the depreciation of the UAH, and replenished international reserves only under favorable conditions in the foreign exchange market. At the same time, starting in April 2018, the NBU is constantly announcing the volume of foreign currency purchases to replenish international reserves in order to increase the transparency of monetary policy. Due to the new Law on Currency and Currency Transactions, the National Bank is trying to increase the level of foreign investments.

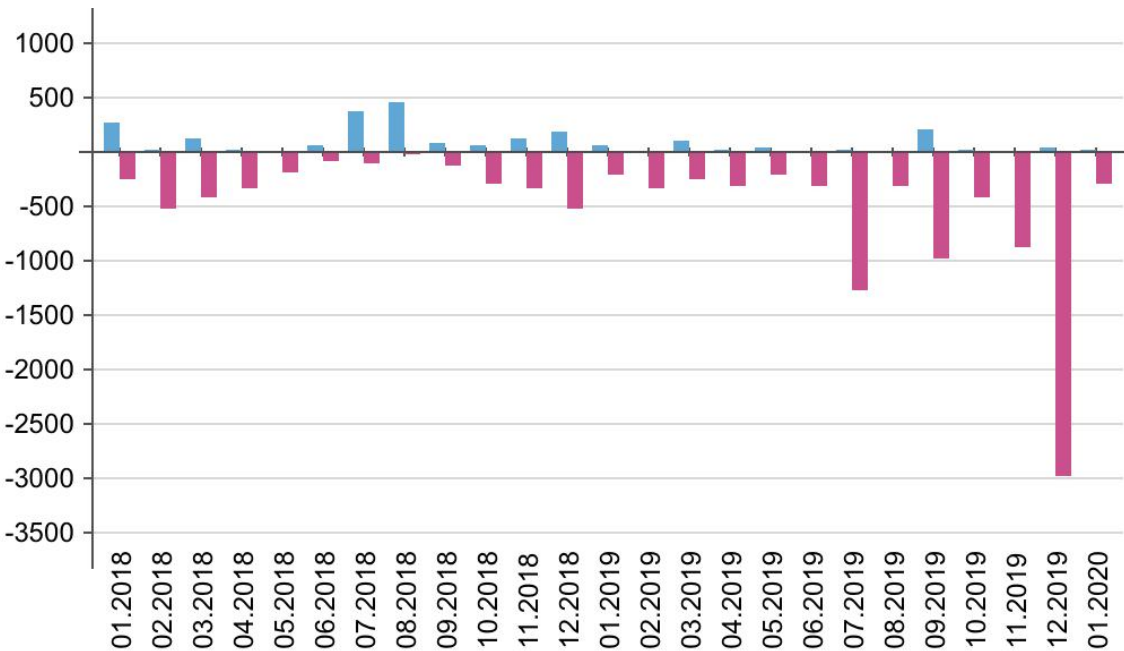


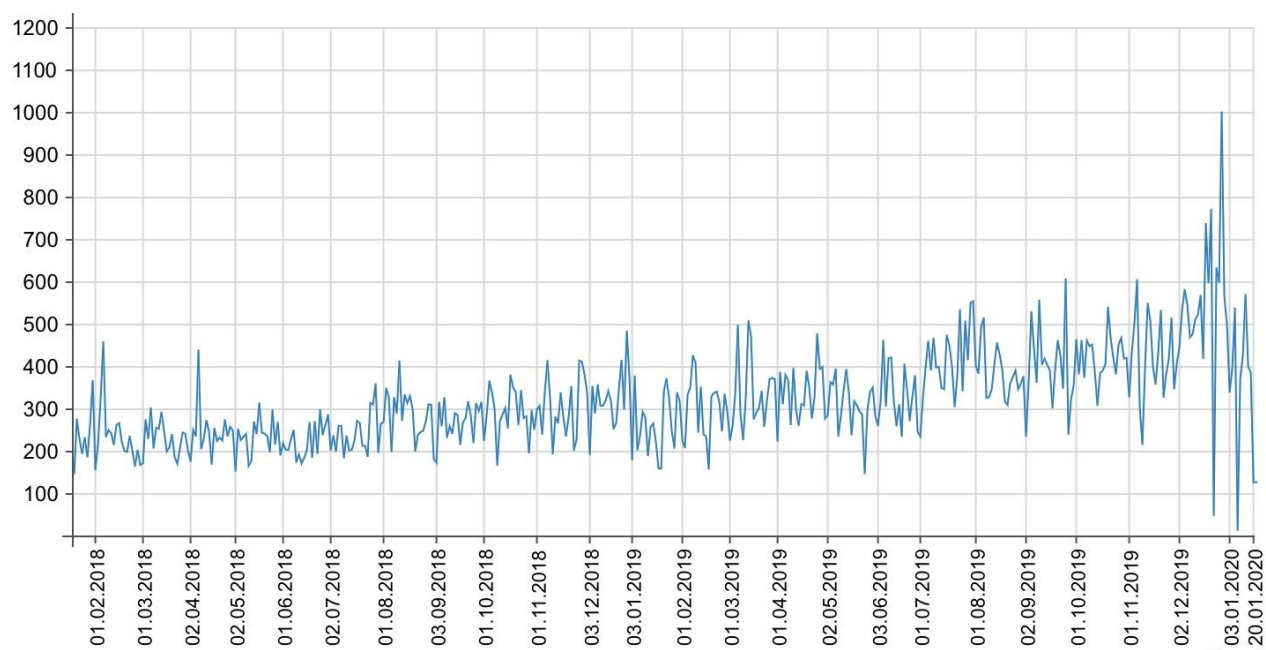
Fig. 1. Currency interventions by months 2018 - 2020 (functionally of Matching) [6]

However, today, given the need to minimize the impact of the regulator on the direction of the exchange rate trend, priority is given to those forms of intervention during which the National Bank does not offer but accepts the price offered by other participants in the foreign exchange market. Forms of intervention in which the National Bank acts as a price-taker are a currency auction and best-rate interventions.

Since April 2018, the National Bank has moved to the implementation of currency interventions at the best and the only rate using Matching, a new functionality for transactions in

trading information systems (Bloomberg, Thomson Reuters). The advantages of Matching functionality (anonymity, unlimited number of participants, promptness) create conditions for more market, transparent and accurate determination of the UAH exchange rate on the interbank foreign exchange market [6].

According to the results of the study of changes in the volume of currency sales on the interbank market over 2 years, it reflects stable dynamics (Fig. 2), but it is unfavorable for the development of the economy, the population is now afraid for what time the national currency will not depreciate, and on the other hand - the inflow will be due to earnings. In December, the sources of currency inflows were traditional export-oriented industries (including agro-industrial complex, metallurgy and mining), portfolio investments and a significant supply of cash currency. Considering the significant predominance of the currency supply over the demand for it and the fact that the UAH strengthening factors are fundamental, not situational.



**Fig. 2. Currency sales on the interbank market 2018-2020, mln. USD USA [8]**

The constant redemption of foreign currency from the market in the context of foreign trade deficit and the current account will cause an upward trend in the dynamics of changes in exchange rates over a long period. This is evidenced by the increase in the average weighted

exchange rate of foreign currency purchase, which may lead to an increase in the devaluation expectations of business and the population, for which such behavior of the central bank in the issue of foreign currency purchase may be an appropriate signal and the formation of foreign currency reserves in Ukraine is not stable.

## **Conclusions**

There are real tendencies of UAH devaluation, which are able to increase inflationary pressure on the national currency of Ukraine. Risks of the NBU's Currency Intervention Strategy to achieve price stability of the Ukrainian UAH require additional analysis and control. But not all scientists agree.

In scientific research, it is possible to trace the opposite views on the optimal exchange rate regime in the current environment. Some advocate the introduction of a free floating exchange rate, while others deny any fluctuations in the UAH price, since they state that they cause losses to the state's economy. Makarenko argues that from the long-term prospects of economic development, the NBU's decision to switch to the UAH exchange rate is a positive phenomenon, the effectiveness of which will in the future depend on the subsequent developments in Ukraine's political arena [5]. T. Kovalchuk, Member of the Board of the National Bank of Ukraine, Honored Worker of Science and Technology of Ukraine expressed another opinion. According to him, Ukraine does not meet the criteria of an efficient market economy, which is a prerequisite for the transition to a regime of floating exchange rate [4].

Therefore, the country first needs to pay attention to the key problems that affect the exchange rate. After all, issues related to the formation of the "black currency market", the shadow economy, dollarization of the economy, currency speculation, above all unstable political situation, high debt load on the country's budget, find the optimal exchange rate regime, improve the legislative base, establish transparent and rational rules for international activity.

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## **ENVIRONMENTAL EFFICIENCY OF LAND RESOURCES MANAGEMENT AS THE BASIS OF SUSTAINABLE DEVELOPMENT**

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### **Abstract.**

The article deals with the possibilities of land resources management within the framework of sustainable development of rural territories. The criteria for environmental efficiency of land resources management include: anthropogenic pressures; reproduction; harmonization. Multiplicative indicators, the essence of which is to assess the intensity and efficiency of the parties to land relations, are taken into account for each type of efficiency of land resources management. We have implemented the matrix of forecasts of integral efficiency of land resources management in the rural economic sector in reliance on the method of criterion diagnostics, which is based on the use of a program that takes into account maps of forecast

impacts of indicators of environmental efficiency of conditional, relative and absolute input indicators. The practical importance of the obtained research results is that we not only have calculated the predictive rating of the impact of the criterion indicators on the assessment of the integrated efficiency of land resources management, but also the results of the change to 1 conditional score of the input indicator.

**Keywords:** sustainable development, environmental effectiveness assessment, land resources management, benchmarks, forecast, integral efficiency.

Modern land management is an attempt to reach a compromise between the desire to obtain heavy yields and the striving for preservation of land capacity for the future. The ecological value of a land parcel falls with increase of received volumes of economic output. At a certain point, an equilibrium is created between environmental and economic benefits received from a land parcel, which is a performance indicator of business mechanism of sustainable farming land use. Certainly, the maximum possible economic indices of farming land use would be achieved only if the sufficient level of land rehabilitation was reached. For that purpose, it is necessary to increase the number of indicators and criteria for performance evaluation of farming land use, as well as to achieve high efficiency of measures for land protection and land use with the aim of sustainable development of rural areas, which makes this study presently topical.

## LITERATURE REVIEW

It is important to consider and give scientific credence to the main factors, criteria and indicators, which are qualitative analytical materials for taking a decision on the rationalization of land management at the national level. But this objective conclusion deals with the subjective reality of modern land use in Ukraine. Thus, the studies have shown that in the wild, where there is a real risk of land capacity loss, about 80% of economic entities are focused primarily on survival under current market conditions. Their priorities do not include focus on soil



preservation for future generations. About 70% of economic executives have vague notion of soil protection systems in agriculture, they are not alive to danger of erosion, they are not up to speed on modern scientific and technical achievements in this field (Khodakivska, 2015; Delattre, Chanel, Livenais, Napoléone, 2015; Simanaviciene, Kontautiene, Simanavicius, 2017; Yerznkian, Gassner, Kara, 2017; Yung-Chang, 2016).

Scholars contend it is necessary to use the estimation method for technical efficiency to evaluate the lost profit from the misuse of land parcels. On the basis of comparison of current economic management indicators with the maximum possible one, providing that there is a stable indicator of production expenses of a certain enterprise, it is possible to evaluate the lost profit and identify reserves for yield increase from a land parcel (Chaki, Gall, 2013; Cockfiel, Botteril, 2016; Kobchenko, Markina, 2017; Moroz, Karachina, Semtsov, Mandziuk, 2015; Urbaniec, 2015). Thus, in the area, influenced by industrial enterprises, the crop yield of cereals decreases by 20–30%, sunflower – by 15–20%, vegetables – by 25–30%, forage crops – by 22–28% and fruit – by 15–20% (Dedina, Sánová, 2013; Shubravska, 2015; Vlasenko, Namjasenko, 2015; Ward, Yin, Dargusch, Fulton, Ammar, 2017).

The above-mentioned hidden losses are caused not only by disruptive influence of modern agriculture, which is aimed primarily at meeting external needs for farm products (Diesperov, 2014; Golyan, 2012; Pogrishuk, Pogrishuk, 2015; Reiff, Surmanová, Balcerzak, Pietrzak, 2015), but also by the impact of third parties on the environmental effectiveness of land management in agri-food industry. Therefore, the level of state and public supervision over these processes, in the first instance, over the usage and occupation of land resources, can be considered as very important indicators. Hence, the scientific substantiation of environmental investments volume per 1,000 dollars of farm products (Homolac, Karel, 2016; Shubravska, Moldovan, Paskhaver, 2014; Sutton, Anderson, Costanza, Kubiszewski, 2016) is one of the basic conditions for the conservation of land resources, and the introduction of environmental and economic indicators into reports of enterprises (Kirilenko, Demyanchuk, 2015; Velychko, 2015) – is an urgent need.

**The purpose of the article** is to analyze the environmental effectiveness of land management as a basis for sustainable rural development.

## **MATERIALS AND METHODS**

The decision of the tasks put in the article is carried out by means of such scientific and special methods of research: analysis and synthesis, systematization and generalization, dialectical approach.

## **RESULTS**

Let us distinguish from the totality of environmental performance indicators of land management the ones that are important analytical material at the national level. Among all the studied indicators (35 in total) of environmental effectiveness of land management, the agent of land interests “the state” responds to 26 indicators, 15 of which (with the value of 0.15–0.4) were selected using the expert method by three criteria (with a value of 0.3 – 0.4) – anthropogenic pressures, reproduction, harmonization.

Taking into account the results of the study, we present the system of land management ecological efficiency criteria assessment in the agricultural sector. The environmental effectiveness of land management is closely intersected with the social one, since the creation of ecologically clean environment is a necessary factor, which wields major influence on the formation of normal standards of living for workers and the population of the country as a whole (Stukach, 2013). All types of land management efficiency should be considered not separately, but from a perception that it is necessary to avoid the situation, when higher economical effectiveness of land management is achieved by ecological safety violation and rolling back social programs (Czyżewski, Smędzik-Ambroży, 2015; Zos-Kior, 2015).

Among other priorities, depending on economic performances of the national land management entity, conservation of natural resources will be of primary importance only after achieving high profitability of business activities. Accordingly, the state, as the agent of land relations, should take some of the responsibility for these processes under the conditions of low profitability. Therefore, the study generalized the indicators and developed criteria for

environmental effectiveness of land management, taking into account their importance and the impact of all the agents of land interests.

The prospects of land management in agri-food industry in the current context have a short forecasting horizon. This phenomenon is explained by the empowerment of globalization influences on all life spheres of modern society, including land relations. Therefore, taking into account current general tendencies in world economic development, its agri-food industry and land use in particular, the scenario modeling is more likely to be made in forecast development for environmental effectiveness of farming land management.

In view of the above, the authors made an estimation of the projected impacts of the economic efficiency indices of land management based on the data of 2013-2018 in Ukraine according to the model of determining projected values, the essence of which is set out below. Let  $\lambda$  is an arbitrary figure. It defines two functions on the set of all indices. Function  $f_{\lambda}(a_{ijk})$  equals 1 if the change of parameter  $\lambda$  causes a change of the index  $a_{ijk}$ , and it equals 0 if the relationship between  $\lambda$  and  $a_{ijk}$  is missing. Function  $g_{\lambda}(a_{ijk})$  defines the regression coefficient of index  $a_{ijk}$  on index  $\lambda$ . Then, with the  $\lambda$  index change by the value of  $\Delta_{\lambda}$ , the change of the integrated efficiency of land management is defined by the equation (1):

$$\Delta = \sum_{i=1}^3 \sum_{j=1}^3 \beta_{ij} \sum_{k=1}^5 \alpha_{ijk} f_{\lambda}(a_{ijk}) g_{\lambda}(a_{ijk}) \Delta_{\lambda}. \quad (1)$$

The most indirect effects are caused by the environmental effectiveness indicators of land management (Table 1). Thus, an increase in chemical fertilizers usage per 1 ha of area under crops (AP1) has positive impact on economical effectiveness of land management due to an increase in gross collection and, consequently, on the resource pool of house management (in the present case – wages and rent payments). The use of land resources per unit of gross output (AP3) exerts positive influence on the economical effectiveness of land management through the

increase in land productivity, and on the social effectiveness of land management – through an increase in labor productivity under otherwise equal conditions. As for the share of sunflower and bird rape in the cropping pattern (AP4), according to the author's studies, more diversified farms are more profitable, in addition, more personnel can be involved in the productive process, which we can see on the impact map.

The negative impact of livestock units per one hundred acres (AP5) on the social effectiveness of land management is explained by the decline in livestock-raising and, hence, by the much lower level of value added per employee. The positive impact of this indicator on the economic efficiency of land management is conditioned by the multiplicative effect of manufacture diversification.

Table 1

The map of forecast impacts of environmental effectiveness indicators of land management of Ukraine according to the data of 2013-2018 (author's development)

Index	Impact on the efficiency			
	economic	social	environmental	integral
AP1	0	0,144	0,223	0,366
AP2	0	0	0,060	0,060
AP3	0,137	0,156	0,085	0,378
AP4	0,029	0,011	0,191	0,231
AP5	0,173	–0,167	0,683	0,688

R1	0	0	0,120	0,120
R2	0,009	0,055	0,102	0,167
R3	−0,084	0	0,700	0,616
R4	0	0,000	0,080	0,080
R5	0	0	0,045	0,045
H1	−0,027	0,091	0,096	0,160
H2	0	0	0,045	0,045
H3	0	0	0,045	0,045
H4	0	0	0,172	0,172
H5	0	0	0,045	0,045

Regarding the positive impact of balance of humus (R2) on economic and social efficiency, any increase in this indicator means improvement in quality of land resources → crop yield + product quality → gross collection + final disposal prices → the income of all agents of land interests. The ratio of area under crops fertilized with organic fertilizers (R3) has detrimental effect on economical effectiveness of land management due to the high cost of decomposed dung and the work on its spreading and the inability to objectively add up the economic effect because of its permanence.

The reduction in the ratio of eroded land size in the structure of agricultural fields (H1) is connected to extra expenditures, which leads to the decrease in the economical effectiveness of land management, and, on the contrary, increases the social effectiveness of land management

due to the possibility of obtaining additional resources by households.

The matrix of forecasts of values of integral efficiency (IE) of management of land resources of the agrarian sector of economy for all analyzed criteria is developed (Table 2). For example, a change of 1 point (moving from an estimate of 5 points to 4) of applying chemical fertilizers per 1 ha of acreage (AP1), which increases the integral efficiency of land resources management by 0.366 points (or 1.55%), is equivalent to an increase of AP1 by 9.9%. In absolute terms, this means an increase in AP1 from 82.0 to 90.1 kg a.s., which is equal to the additional introduction to the entire acreage of 152.6 thousand t a.s. The calculation of the dynamics of other indicators is identical.

Table 2

Projected values of overall efficiency (OE) of land management in agri-food industry of Ukraine under the influence of change of indicators of the criterion “Anthropogenic pressures” by 1 point to the data of 2013-2018 (author's development)

Indicator	Change of IE		Change and forecast indicators		
	point	%	point	%	in absolute measurement
Using fertilizers on 1 hectare of cultivated area (AP1), kg a.s.	0,366	1,55	−5→−4	+9,9	82.0 → 90.1 kg a.s. or the whole area of 152.6 th.
Using plant protection products on 1 hectare of cultivated area (AP2), l	0,060	0,25	−6→−5	−7,4	2.7 → 2.5 l / ha of acreage

Land use per unit of gross output (AP3), ha / thousand UAH	0,378	1,59	−2→−1	−11,3	0.141 → 0.125 ha / thousand UAH (−3078 thousand hectares)
The share of sun- flower and oilseed rape in the structure of sown areas (AP4), %	0,231	0,96	−3→−2	−2,3	22.3 → 20.0% (−139.8 thousand hectares)
Livestock density (AP5), mind. / 100 ha of farmland	0,688	2,89	2→3	+59,0	31.5 → 50.1 d. / 100 ha of farmland (+ 6501 thousand c.h.)

According to the data from the table. 3, for example, a change by 1 point (transition from the rating of 5 points to 6 points) of ecological-agrochemical soil assessment (R1), which leads to an increase in the overall efficiency of land management by 0,120 points (or 0.50%), which is equivalent to an increase of R1 by 2.0%. In absolute terms, this means an increase of R1 from 49 to 50 points, which indicates a change in the complex aggregated indicator.

According to the data from the table. 4, for example, a change by 1 point (transition from the rating of −6 points to −5) of the ratio of eroded land size in the structure of agricultural fields (H1) leads to an increase of the overall efficiency of land management by 0.160 points (or 0.67%), which is equivalent to a decrease in H1 by 3.4%.

Table 3

Projected values of overall efficiency (OE) of land management in agri-food industry of Ukraine under the influence of change of indicators of the criterion «Reproduction» by 1 point to the data of 2013-2018 (author's development)

Indicator	Change of IE		Change and forecast indicators		
	point	%	point	%	in absolute measurement
Environmental and agrochemical soil assessment (R1), point	0,120	0,50	5→6	+2,0	49 → 50 points, which means a change in the complex aggregated indicator
Balance of humus (R2), tons / hectare	0,167	0,71	−2→−1	+50,0	−0.2 → −0.1 tons / hectare, which is equal to the improvement of balance of humus by 1928 thousand tons
The share of cultivated area enriched with organic fertilizers (R3), %	0,616	2,59	0→1	+0,9	2.1 → 3.0%, which is equal to additionally fertilized 160.2 thousand hectares of area under crops
The share of cultivated area enriched with mineral fertilizers (R4), %	0,080	0,33	6→7	+1,9	78.2 → 80.1%, which is equal to 279.8 thousand hectares of additionally fertilized area under crops
Human load factor (R5)	0,045	0,21	−9→−8	−0,6	3,42→3,40

In absolute terms, this means a decrease in H1 from 38.4 to 35.0, which is equal to a decrease of 542.4 hectares of eroded land size.



Table 4

Projected values of overall efficiency (OE) of land management in agri-food industry of Ukraine under the influence of change of indicators of the criterion «Harmonization» by 1 point to the data of 2013-2018 (author's development)

Indicator	Change of IE		Change and forecast indicators		
	point	%	point	%	in absolute measurement
The share of the eroded land area in the structure of agricultural land (H1), %	0,160	0,67	−6→−5	−3,4	38.4 → 35.0%, which is equal to a decrease by 542.4 hectares of eroded land size
The share of organic farms per 10,000 agricultural enterprises (including farmers) (H2), units	0,045	0,21	2→3	+30,9	23 → 30.1 units, which is equal to the appearance of additional 38 units of biological farming
The share of meadows and pastures in the total area of farmland (H3), %	0,045	0,21	2→3	+3,0	12.1 → 15.1%, which is equal to an increase by 1047.6 thousand hectares of area of hayfields and pastures
The proportion of perennial grasses in the structure of sown areas (H4), %	0,172	0,71	0→1	+1,2	3.8 → 5.0%, which is equal to additional crop acres of perennial grasses  12.4 thousand hectares

Envi-ronmental activities in rural areas (H5), point	0,045	0,21	4→5	+5,0	4.5 → 5 points, which is equal either to the decreases in the plowing of the territory from 54.2 to 50.0%, or to the transition from “sustainably unsteady” environmental position to “medium-steady”, or an intermediate option
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CONCLUSION

Therefore, the defined forecasted data considers interconnections of specific input indicators and is a universal tool for adoption of managerial decisions upon availability of certain resources and capabilities. The usage of the authorial system of forecast (or predictive) matrices makes easy the calculation procedures and the perception of the practical nature of predicting the economic, environmental and social effectiveness of farming land management, as well as within the context of harmonization with globalization prospects for sustainable development and food security, which is the subject of further research.

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## **THEORETICAL ANALYSIS OF THE PROFESSIONAL FORMATION OF TEACHERS**

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### **Abstract**

This article covers the theoretical analysis professional formation of teachers and approaches of scientists to determining the content of such categories as professionalism, pedagogical professionalism, professional readiness are analyzed.

**Keywords:** professionalism, teaching professionalism, professiogram, professional competence, pedagogical skills.

### **Problem statement**

New realities in society development, embedding new values of social education and priorities have caused a radical change of pedagogical work efficiency and teachers professionalism.

Modern school and its characteristic innovative processes and modern education actualize

problem of specialists professionalism owning creative pedagogy, have an individual style of pedagogical activity. According to this, requirements to teacher as a personality and professional are significantly increased and provide for a qualitatively new level of formation of the teacher's motivational sphere and value orientations, his or her creative potential, pedagogical thinking, pedagogical interaction, ability for constant self-improvement, meaning-work etc. One of the important aims current teaching practices to improve professional training of future competitive teachers.

**The purpose of the study:** analysis of approaches to understanding and defining content "teacher professionalism" and its formation.

### **Presentation of a non-paper**

The problem of professional development, formation his professionalism is most thoroughly reflected in scientific heritage are: A. Anisimova, S. Batysheva, S. Vitvitsky, N. Guziy, A. Derkacha, I. Zyazun, E. Klimova, T. Kudryavtseva, D. Mazokha, Y. Povarenkov, A. Romanova, V. Rybalka, V. Shadrikova.

In foreign pedagogy, the study problems in teacher education and his professional activities are derived from the names F. Bats, R. Burns, G. Bayrock, G. Grassel, T. Johnson, A. Dreyer, E. Stones.

Etymologically, term "professionalism" derives from basic concept of "profession" (Professio - to speak publicly about one's business), which is generally defined in literature as a number of human labor activities, occupations and main source its existence and requires mastering a complex special knowledge and professional skills, work experience [9, p. 408].

Term professionalism in encyclopedia educational research is interpreted as a set of knowledge, behavioral skills and actions, testifying to professional training, teachability, suitability of a person to perform professional functions [5, p. 542].

A large explanatory dictionary on the Modern Ukrainian language gives the following definition "professionalism" is mastering basics and depths any profession [1, p. 640].

Professionalism is a readiness formed in training and professional activity for competent performance of functional duties, paid for; skill level in professional activity corresponding to work level of complexity [14, p. 286].

According to N. Guziy, pedagogical professionalism is understood: firstly, as a rule, pedagogical model and modern pedagogical knowledge and values, it serves as a regulatory mechanism of teacher's work. And secondly, pedagogical professionalism is identified with preparedness, competence and teacher skill, and thirdly, with teaching special learning to perform his duties as a vocation, mission. Term «pedagogical professionalism» in the categories everyday consciousness is the accumulation empirical experience, but it is somewhat superficial and therefore insufficient to characterize phenomenon and requires a more specific scientific explanation [3, p. 43].

Teacher educator self-awareness is important, their pedagogical activity, quality characteristics can be traced throughout the historical path of human development. Various aspects of this problem were addressed by prominent national teachers, in particular, V. Sukhomlinsky. He created an individual-directed pedagogy, man as the highest value, what significantly updated and deepened scientific and theoretical approaches to understanding features of the pedagogical profession and importance in it skill, creativity, culture, professionalism. "The teacher work is, above all, hard work heart ... and creativity mind ..., there is no hard, exhausting for the heart work ... "wrote a humanist educator" [13, p. 67]. According to V. Sukhomlinsky the teachers are "creators of the human souls", "sowers of true humanity", "shining lights intellectual life for pupils", which should be "a model of human perfection". The asset of an outstanding teacher reveals the ideal model of a good teacher of a high level of pedagogical culture, which is characterized by humanism, spirituality, citizenship, general culture, intellect, qualities of a researcher, creative approach to work, the ability to self-improve, presents a comprehensive description of the components of pedagogical culture, shows their interpenetration and interconnection.



Pedagogical professionalism as well as process teachers formation, should be considered as a rather specific and complex structured pedagogical system consisting of various components, elements and their functional interconnections, which require reasonable identification and theoretical modeling, as well as finding a system of educational factors for pedagogical management of the processes of its formation and development. The scientific search for such system qualities and system-forming factors should be complex, taking into account, first of all, the activity and personal manifestations of this new formation, and address the integrative, subjective properties of pedagogical work.

The phrase "pedagogical professionalism" is actively used in pedagogical vocabulary, but mainly at the empirical level, and in the categorical apparatus of theoretical pedagogy it has not yet been sufficiently developed. In the view of N. Kuzmina, professionalism of pedagogical activity consists in the fact that a teacher knows art forming students' readiness for problems productive solution in the next educational system by means his subject (specialty) for the time allocated for the educational process [7, p. 29]. And since solution of pedagogical problems can be facilitated or impeded by the personal qualities of the teacher, it is worth talking about personality professionalism as a combination such set of qualities. In this case, we mean both inseparability of the teacher's personality and activity and impossibility to identify them.

Ms. Kuzmina commended that leading in teacher's profession takes direction his personality [7, p. 29]. The orientation teacher's personality is a motivational conditionality his actions, deeds, and all behavior by specific life goals, the source of which are needs and social requirements. N. Kuzmina [7, p. 29] identifies three main types of orientation which determine the nature of a teacher's pedagogical activity: really pedagogical, formally pedagogical, and pretend pedagogical. A teacher may be focused on professional self-affirmation, on the means of pedagogical influence on a student, on the pupil's team, and on the aims of pedagogical activity. Indeed, the pedagogical orientation of a personality is a sustainable motivation for the formation of a pupil's personality, its comprehensive harmonious development.

Many scientists traditionally associate the activity essence of pedagogical professionalism with teacher's readiness and competence. R. Gilmeeva understands teacher professionalism primarily as impeccable knowledge of the subject and ability to teach it [2, p. 72].

The teacher professionalism is determined by a high level his psychological, pedagogical and scientific subject knowledge and skills in combination with a corresponding culture and moral image, which ensures in practice social and necessary preparation of younger generation for life [10, p. 45].

The researcher V. Slastenin considers teacher professionalism as a competence, that consists in the unity of theoretical and practical readiness to implement pedagogical activities [11, p. 51].

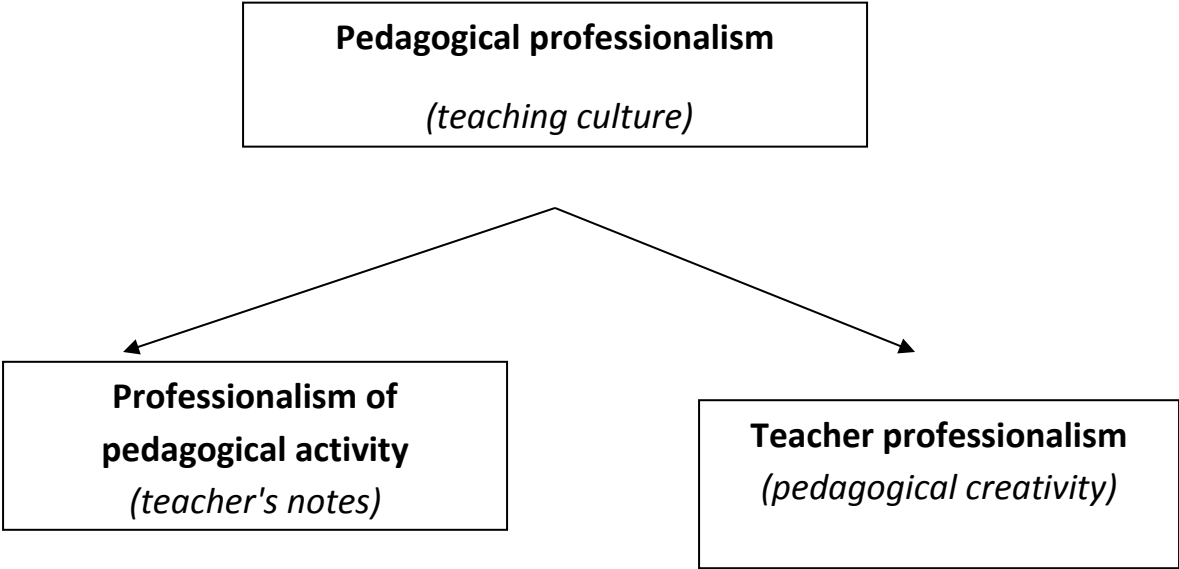
In updating pedagogical paradigm and development theory pedagogical work, scientists interest in phenomenon study of pedagogical professionalism is increases, scientific ideas about its essence are enriched, and concept is expanded through the addition of new components. The views of scholars in pedagogical professionalism are great interest.

We are impressed by position B. Diachenko, which includes in the term "professionalism" complex dialectical interaction of pedagogical thinking, pedagogical abilities, professional knowledge and skills, individual and personal characteristics of the teacher, which are manifested in his spirituality, intelligence, humanism and are realized in creative pedagogical activity [4 , p. 14].

The phenomenon of pedagogical professionalism as a characteristic high quality teacher's work is a complex systemic object with various components, properties and relations, which do not lend themselves to direct observation and are manifested indirectly, which requires adequate methods of scientific cognition. To create models in pedagogy is an effective means of checking the completeness and value of theoretical ideas about the phenomena and phenomena under study [4, p. 89].

The constructing peculiarity conceptual model of pedagogical professionalism is the idea and, accordingly, an attempt to implement both productive integration activity and phenomenon personality characteristics, and differentiate leading components this holistic system. The provisions of the system approach developed in the works of V. Afanasyev, I. Blauberg, M. Kagan, E. Yudina are the basis of the created content and structure model of pedagogical professionalism:

- desire to view system object as integrity;
- identification and ordering multiple components, quantitative and phenomenon qualitative parameters;
- way establishment these elements and components are connected by searching for system forming properties;
- determination considered components subordination;
- consideration each components as an autonomous object of system analysis;
- determination fundamental possibility of formation sequence and development system qualities of pedagogical professionalism.



The implementation level of pedagogical activity, pedagogical communication, achievement high results in learning and upbringing of students depend first of all on the way a teacher shapes goals his professional activity, considers priority in profession, which he himself as a person, as a subject pedagogy. Professional requirements for a teacher are expressed in terms "professionalism" or "professional readiness". The term "professionalism" is understood as a set

of mental and psychophysiological features of a person, which are necessary for achieving success in the chosen profession [9]. The term "professional readiness" means psychological, psychophysiological, physical readiness, and scientific-theoretical and practical training of a teacher [9, p. 61].

The specificity in the pedagogical system sets requirements to the teacher's personality, to his professional qualities, which are defined in pedagogical science as professionally significant personal qualities. They characterise the intellectual and emotional-willed side of a teacher's personality, significantly affect the result of professional and pedagogical activity, and determine of teaching styles.

Scientists offer a variety personal qualities important to the teaching profession. Attempts are being made to identify those that are significant in terms of pedagogical effectiveness. It is legitimate to identify dominant, peripheral, negative and professionally unacceptable qualities. The dominant qualities are those whose absence of each of them makes it impossible to carry out effective pedagogical activity - humanity, civic responsibility, social activity, truthfulness, fairness, decency, etc. and peripheral qualities which do not have a decisive influence on the effectiveness of pedagogical work, but contribute to its success - friendliness, sense of humour, artistry, wisdom, and external attractiveness; negative qualities that lead to a decrease in the effectiveness of pedagogical activity indifference to pupils, bias, arrogance, vindictiveness, unbalance, indifference at the subject taught, absenteeism, and professionally unacceptable - those that lead to the professional unsuitability of teacher - presence bad habits, moral impurities, handicrafts, rudeness, incompetence, limited world outlook, unscrupulousness, irresponsibility.

The cognition professional - significant personal qualities modern teachers, their role in professional activity will allow teacher to diagnose himself to determine degree their formation at this or that stage professional formation, to determine ways and means further development positive qualities and elimination negative ones.

Professional competence is one important sign teacher professionalism. The term "competence" (lat. *competens* - appropriate, capable) means terms reference any official or body; possession knowledge, experience in a certain field. Professional competence of teachers means

personal abilities, which allow him to independently and effectively implement goals of pedagogical process. This requires knowledge of pedagogical theory and the ability to apply it in practice. Teachers' pedagogical competence is the unity his theoretical and practical readiness to carry out pedagogical activities [9, p. 40].

The content of psychological and pedagogical knowledge is confirmed by the curricula. Psychological and pedagogical preparedness consists of knowledge of methodological bases and categories of pedagogy; patterns of socialization and personal development: essence, aims and technologies of education and upbringing; laws of age anatomical, physiological and mental development of children, teenagers and youth. It is the basis of the pedagogue's humanistically oriented thinking. Psychological, pedagogical and special (subject) knowledge is a necessary but not sufficient condition for professional competence. Practical solution of pedagogical tasks shall be provided by skills and abilities, a prerequisite which is theoretical, practical and methodological knowledge.

Pedagogical skills are a set of consistently detailed actions based on theoretical knowledge. Some these actions can be automated (is skills). Through pedagogical skills, the structure of a teacher's professional competence is revealed. Despite the fact that the solution of any pedagogical task is reduced to the "think - act - think" triad, coincides with components (functions) of pedagogical activity and their corresponding skills. The researcher V. Slastenin [11, p. 42] divided pedagogical skills in four groups:

- *ability "referral"* content of educational process in specific pedagogical tasks: the study of individuals and teams to determine the level of their readiness to actively acquire new knowledge and to design on this basis the development of the team and individual students; identifying a set of educational, educational and developmental tasks, their specification and definition of the task dominates;
- *ability to build and implement* a logically complete pedagogical system: integrated planning of educational tasks; substantiated selection of the educational process content; optimal selection of forms, methods and means of its organization;

- *ability to identify and establish* relationships between the components and factors of education, to bring them into action: the creation of the necessary conditions (material, moral, psychological, organizational, hygienic and others); activation of the student's personality, the development of his activities, which turns him from an object to the subject of education, organization and development of joint activities, ensuring the connection between school and the environment, the regulation of external non-programmed influences;

- *ability to consider and evaluate the results* of pedagogical activity: self-analysis and analysis of the educational process and results of teacher's activity; definition of a new set of core and secondary pedagogical tasks [11, p. 42].

The content teacher's theoretical readiness is manifested in his generalized ability to think pedagogically, which implies the teacher's analytical, prognostic, projective, and reflexive skills.

*Analytical skills* consist the following actions [6, pp. 158-159]:

- to analyse pedagogical phenomena, i.e. to divide them into constituent elements (conditions, reasons, motives, stimuli, means, forms of manifestation, etc.);
- to think about the role of each element within whole and interaction with others;
- to find in the pedagogical theory the positions, conclusions, regularities corresponding to the logic of this phenomenon;
- to diagnose correctly the pedagogical phenomenon;
- to articulate a core pedagogical task (problem);
- to find ways of its optimal solution.

*Predictive skills* are related to the management of the pedagogical process and provide a clear picture in the mind of the teacher, who is the subject of management, of the objectives of his

activities aimed at the expected result. Pedagogical forecasting is based on a reliable knowledge of the essence and logic of the pedagogical process and the regularities of age and individual development of students. Teacher's prognostic skills includes the following [6, p. 159]:

- developing pedagogical goals and objectives;
- selection of ways to achieve goals and objectives;
- prediction results;
- anticipation possible deviations and undesirable phenomena;
- defining stages of the pedagogical process;
- a rough cost estimated, labour and time of participants in the teaching process;
- planning participants' content interaction in the pedagogical process.

Pedagogical forecasting requires the teacher to master such prognostic methods as modeling, hypothesis making, thinking experiment, etc.

*Project skills* ensure that the learning and upbringing goals are specified and implemented in stages. Project skills includes the following:

- referral purpose and content of education and upbringing to specific pedagogical tasks;
- justification of ways their gradual implementation;
- planning the content and activities of participants in the pedagogical process, taking into account their needs and interests, material resources, personal experience and personal and business qualities;
- defining an arranged set of goals and tasks for each stage of the pedagogical process;

- planning individual work with students in order to develop their abilities, creative forces and talents;

- planning techniques system for stimulating student activity;

- planning for development educational environment and parental and public relations.

*Reflexive skills* are, when a teacher carries out control and evaluation activities aimed at himself or herself, at reflecting on and analyzing his or her own actions. For the teacher is important to establish the level of effectiveness (positive or negative) his own activities. Here it is determined:

- correct setting targets, their transformation to specific tasks;

- adequacy of the set of certain tasks to the existing conditions;

- conformity of applied methods, techniques and means of pedagogical activity;

- compliance of the applied organizational forms with the age characteristics of students, their level of development, content of material, etc.;

- causes of successes and failures, mistakes and difficulties in the process of realization of the tasks of training and education.

The content of the teacher's practical readiness is expressed in external (subject) skills, i.e. actions that can be observed. These include organisational and communication skills. Organisational skills of a teacher are mobilization, information, development and orientation skills.

*Mobilization skills* are conditioned:



- highlighting students and develop sustainable interests in learning, work and other activities

- creating a demand for knowledge, work, other activities

- equip students learning skills

- shaping pupils' active, independent and creative attitude towards environmental phenomena by creating special situations for pupils to manifest their moral acts, etc.

*Information skills* relate are not only to the direct presentation of learning information, but also to how it is obtained and processed. These include the skills of working with printed sources and bibliography, the ability to extract information from other sources and process it in accordance goals and objectives of the pedagogical process. Information skills and also includes:

- available to present learning material tailored to the subject matter, student readiness, their life experience and age;

- accessible to present educational material in a way that takes into account the specifics of the subject, the level of readiness of the students, their life experience and age;

- logically construct the process of transmitting learning information using different methods and their combinations: storytelling, explanation, conversation, problem, inductive, deductive and others;

- formulating issues in an accessible, concise and expressive manner;

- efficient use technical training tools, electronic computers, visualization tools (graphics, diagrams, schemes, etc.);

- quickly change (if necessary) the logic and presentation of material.

*Skills training are assumes:*

- near-field definition (L. Vygotsky) for individual students, class as a whole;
- create problem situations and other conditions for cognitive processes, feelings and will of students;
- stimulation of cognitive independence and creative thinking, the need to establish logical (private to general, kind to genus, reference to the effect, specific to the abstract) and functional (cause - effect, purpose - means, quantity - quality, action - result) relations;
- forming and posing questions that require the application of previously learned knowledge;
- create conditions of individual peculiarities development, realizationan individual approach to students for this purpose.

*Orientation skills* are aimed at the formation of moral and value attitudes of the pupils and the scientific outlook, at the organization of joint creative activity, which develops the socially important qualities of the personality [6, p. 168].

*Teaching communicative skills* are the interrelated groups of perceptual skills, actual communication skills (verbal) and pedagogical skills [6, p. 168].

*Perceptual skills* help to understand others (students, teachers, parents). For this purpose it is necessary to be able to penetrate into the individual essence of another person, to determine his or her value orientations, which are expressed in his or her ideals, needs, interests, and level of claims. In addition, it is necessary to know the student's ideas about himself [6, p. 168].

*Pedagogical communication skills* are skills to distribute attention and maintain its sustainability, to choose the most appropriate ways of behavior and address, respectively, the class and individual students, to analyze the actions of students, to determine the motives they are

guided by, their behavior in different situations; to create an experience of students' emotional experiences, to provide an atmosphere of well-being in the classroom; to manage initiative in communication, using a rich arsenal of means to improve the effectiveness of interaction [6, ].

In our view, pedagogical technique is a set of skills and abilities necessary to stimulate the activity of both individual students and the team as a whole. It includes the ability to choose the right style and tone of communication, manage their attention, pace of activity, skills to demonstrate their attitude to the actions of students. Among the skills and abilities of pedagogical technique, a special place is occupied by the development of teacher's speech, which is one of the important educational tools and contains the following aspects: correct diction, "put voice", rhythmic breathing and reasonable joining to speech mimics and gestures. In addition to the above mentioned pedagogical techniques include: the ability to control your body, regulate your mental states, to cause "demand" feelings of surprise, joy, anger, etc., to possess the technique of intonation to express different feelings (requests, demands, questions, orders, advice, wishes, etc.) and others.

Analysis of global trends in professional and pedagogical education shows the growth of requirements to pedagogical professionalism and personal qualities of teachers. According to scientists, the main problems faced by teachers are the following:

- continuous complication of educational content, guaranteeing a high level of educational standards;
- independent statement and solution creativity and research tasks;
- complication of educational problems;
- continuous mastering training modern technologies and education, new achievements of domestic and foreign experience;

- solution complex professional and pedagogical problems that require integration of knowledge, practical skills and abilities from such related to pedagogy as philosophy, psychology, medicine, religious studies, economics, sociology, cybernetics;
- work in a unified information environment provides rational use information technologies in education.

### **Conclusions.**

Thus, all of which we can be done only by a teacher with high professional competence, developed creative and research abilities, high-level intellectual, spiritual and moral potential, competitiveness, erudition, ability continuous learning.

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## THE ESSENCE AND SPECIFICITY OF INNOVATIVE ACTIVITY OF A TEACHER

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### **Abstract.**

In article was made an analysis of the specifics of teacher's innovative activity. The views of domestic and foreign scientists concerning the interpretation of the concepts of pedagogical innovations, innovative activity were analyzed. The indicators of teacher's readiness for innovative pedagogical activity were founded. Also the results of the study of teachers' attitudes were described towards innovations.

**Keywords:** innovation, innovative activity, competitiveness, teacher, components, indicators, criteria.

**A problem statement.**

Currently, in Ukraine, a strategy of accelerated, innovative development of education and science is being implemented: the conditions for self-affirmation and self-realization of the individual are provided. Innovative processes that take place in education require a corresponding change in the professional activity of the teacher. New requirements of the state and society concerning the development and self-realization of the personality of the student, the teacher make necessary to develop theoretical and methodological foundations of teacher formation as a competitive specialist, as well as the creation of an effective diagnostic mechanism that will identify specific reserves in his activity, prospects for professional growth, ways of professional development.

The development of innovative processes in education is conditioned by the intensive development of information technologies; updating the content of the philosophy of modern education, the center of which is the universal human dimension of professional activity; the humanistic orientation of the character of interaction of participants in the educational process; the need to increase the level of activity and responsibility of the teacher for his own professional activity [10, p. 9-14].

In this regard, the utmost important sense acquire the innovative activity of the teacher, based on the scientific understanding of practical pedagogical experience, the organization of purposeful pedagogical activities to achieve higher results, obtaining new knowledge, the formation of quality pedagogical practice [5].

**Purpose of the study:** to analyze the essence and specificity of the teacher's innovative activity.

**The presentation of the main material.**

The necessity for innovative pedagogical activity from viewpoint of education reform is



conditioned by certain circumstances: firstly, entry of Ukraine into the humanitarian context of world civilization has necessitated a dramatic change in the educational system, methodology and technology of the educational process in educational institutions of different types. Searches conducted by pedagogical collectives can enrich not only school practice, but also pedagogical science [1].

Secondly, fulfilling the social order of forming a well-developed personality, capable of assimilating and creatively developing a culture, requires a constant search for new methods, organizational forms, technologies of education and upbringing. In this situation, the role and authority of pedagogical knowledge is growing significantly, which can become a theoretical basis for innovation.

Thirdly, the character of teachers' attitude towards the implementation of pedagogical innovations has changed. Previously, innovative activity was limited to the use of the innovations recommended above, but nowadays it acquires experimental searching character: the teacher chooses new programs, textbooks, uses new techniques and methods of pedagogical activity.

Fourthly, a real situation has arisen regarding the competitiveness of educational institutions caused by the entry of educational institutions into market relations [13; 15].

In modern pedagogy, the terms 'innovation', 'innovative' mean a certain new introduction concerning one or another aspect of the educational process. In this aspect, it is appropriate to refer to the experience of O. Popova, who uses the term 'pedagogical neology', presenting it as one of the components of pedagogical innovation [14].

A lot of creative teachers are engaged in innovative pedagogical activity, among who can be conditionally distinguished three groups:

- teachers-inventors who come up to new through their own search;
- teachers-modernizers who refine on and re-use the elements of created systems for a positive result;
- teachers-professionals who perceive and use quickly both traditional and new approaches and methods [4, p. 327–331].

The teacher of the educational establishment in the new conditions of the organization of the pedagogical process carries out experimental work, search for original, non-standard approaches

to solving various pedagogical problems. Creativity, preparation, adaptation to specific conditions are not separated from other qualities - the generalized ability, opportunity, strength, as a teacher's ability to professionally see, understand, ask and solve educational problems, is a pivotal characteristic.

The product of creative search for teachers can be new learning technologies, original pedagogical ideas, modern methods, techniques, means and forms of organizing active cognitive learning activities of students, which provides increasing of pedagogical skills, as well as a high quality mastery of educational activities, during which the teachers develop themselves as professional specialists. All this requires the necessity for innovative pedagogical activity of the teacher in the process of his professional formation [6, p. 69–8].

According to scientists, the main problems in the third millennium for teachers are the constant complication of the content of education, guaranteeing a high level of educational standards; independent formulation and solving of creative and research problems; complications of problems of upbringing; continuous mastering of progressive technologies of education and upbringing, new achievements of domestic and foreign experience; solving complex professional and pedagogical problems that require the integration of knowledge, practical ability and skills in such pedagogical sciences as philosophy, psychology, medicine, religious studies, economics, law; work in a single information environment, which requires the rational use of information technology in the educational process.

In the process of forming a personal dimension of the professional formation of a teacher as a competitive specialist, the task arises simultaneously to expand their own professional opportunities, to increase their own readiness for productive and creative activity. Innovative activity, creative search can positively influence the realization of the strategy of free choice in the activity of the teacher, his life prospect.

Teachers' innovative activity enriches pedagogical activity with new ideas, new content, and new technologies; it is specific and quite complex, and therefore requires special knowledge, skills and abilities. The introduction of innovation in education is impossible without a teacher-researcher who has a systemic thinking, a developed ability for creativity, a formed and conscious readiness to innovate. Teachers-innovators of this type are called teachers with innovative thinking. They have a clear motivation for innovative pedagogical activity, the ability not only to be involved in innovative processes, but also to be their initiators.

The teacher can express himself in his professional activity as an author, researcher, user and propagandist of new pedagogical technologies, theories, concepts.

According to A. Kozlova, pedagogical innovations are the result of creative search for original non-standard solutions to various pedagogical problems. The product of creative search can be new learning technologies [8].

The problem of personality orientation for innovation is determined by the implementation of acmeological approach in the professional formation of the future specialist, in particular the teacher. It is clear that the achievement of professional acme occurs in a constant process of self-improvement, the basis of which is a person's awareness of the necessity for professional renewal, which, in fact, is a condition of attention to innovation. However, professional innovation is not always perceived positively by specialists. In the study of L. Korostylova and O. Svetova [9] refers to the psychological barriers of human to innovations. In particular, teachers' psychological barriers arise in accordance with the changing pedagogical paradigm of upbringing and education. Internal rejection of the new is manifested in the passive-aggressive position, painful self-love in attitude to the students, timidity of showing incompetence in front of them or colleagues. Evidence from this were the scientists' researches conducted in a group of teachers from different disciplines aged 25–26 years. The results revealed that in relation to new introductions (innovations), teachers clearly identified certain life positions, conditionally defined as "conservatives" (36.3%), "moderate" (35.2%), "innovators" (20.1%), "radical innovators" (8.4%).

Interesting was the fact that the same study, conducted among students of a pedagogical educational institution, gave similar results: "conservatives" – 33.8%, "moderate" – 37.0%, "innovators" – 21.8%, "radical innovators" – 7.4%. Consequently, the traditional education system, both at the stage of teacher preparation and at the stage of their independent activity, is determined by a stable structure of "personal presence" in a certain innovative disposition. Authors find explanations for this fact in the reproductive orientation of learning, when they teach only because they know and able. The departure from reproductive learning should give the results of increasing the innovative orientation of teachers, the development of their independence, criticality. Really, innovators reveal more degree of criticality regarding to the education system, but at the same time they are more likely to notice changes for the better (there is no negative objection to the old along with the immaturity about the new). At the same time,

the basis of the innovative position is an active type of thinking, which, unlike rigid, activates the cognitive interest in the new, the desire to implement the new in practice, even with the risk for the result [7, p. 80–86].

In research of O. Popova, pedagogical innovations are linked to general social and educational processes, which, according to the laws of dialectics, presuppose a spiral form character of their development. At the same time, each whorl of promotion of innovations on the ‘spiral of development’, on one hand, preserves cultural-pedagogical and national traditions; on the other, – requires new approaches to the implementation of innovative processes, which is conditioned by a number of factors: the increasing requirements of the social order for education, the achievement of scientific and technological progress, the achievements of sciences about human as a subject of education and upbringing, which require improvement of the last; the necessity to provide the self-development character of institutions and others [14].

The main features of innovative activity are personal approach, creative, experimental character, stable motivation for finding new in the organization of educational process.

In his turn, M. Meladze describes the innovative activity of the teacher as a personal category, process and result of creative activity. At the same time, the researcher points out that the implementation of this activity requires the ability to build a conceptual basis of pedagogical innovation, covering diagnostics, forecasting, development of the program of experiment, analysis of its implementation, as well as observation of the stages of implementation and their results, correction and reflection of innovative actions [12].

The teaching profession requires a special sensitivity to the constantly updated tendencies of social life, the ability to adequately perceive, the needs of society and to adjust in appropriate way his work. The school, as one of the most important institutions for human socialization, preparing young people for the role of active subjects of future social processes, should be extremely attentive both to new realities and trends of social development, as well as to innovations in the content, forms and methods of teaching and upbringing. Accordingly, innovation should characterize the professional activities of each teacher. New introductions (innovations) do not arise by themselves, but are the result of scientific researches, analysis, generalization of pedagogical experience.

Pedagogical innovations can be attributed to the achievements of individual educators, creative groups, which are a coherent system of work in a particular direction, mostly

insufficiently highlighted in the scientific and methodological literature. These systems are based on the ideas of famous educators and on their own experience and intuition. The merit of their authors is that they glean, organize, summarize the material they need, put into it their findings their understanding of the problem, and this gives reason to speak of novelty, originality, and together with the reality of approaches to the implementation of the tasks.

The readiness to innovative activity is the basis for formation a teacher's innovative position. In structure it is a complex integrative formation that encompasses various qualities, properties, knowledge, personality skills [7, p. 80–86]. As one of the important components of professional readiness is a prerequisite for the effective activity of the teacher, the maximum realization of his opportunities, the opening of creative potential. The readiness for innovative activity is conditioned by the peculiarities of personal development, professional orientation, professional education, upbringing and self-upbringing, professional self-determination of the teacher [3].

Our task is to identify the most important structural components of the content of the teacher's innovative activity as a competitive specialist in accordance with the tasks and needs of education at the present stage.

Researcher I. Dychkivska [5] considers the structure of teacher's readiness for innovative pedagogical activity as a set of motivational, cognitive, creative, reflexive, technological components that are interrelated and interconnected.

The motivational component of innovative activity, according to the researcher, should be considered in two aspects: from the point of view of the place of professional motivation in the general structure of motives and from the point of view of the teacher's attitude to change, his ability to perceive innovations [5].

In general, the problem of motivational readiness, receptiveness to pedagogical innovations is one of the central ones in teachers' innovative preparation. As is known, only motivation that responds the goals of the activity, provides its effectiveness, promotes the processes of self-realization of the personality of teacher.

Mostly the leading motive of innovative pedagogical activity is cognitive interest. The cognitive interests of a teacher focused on the use of innovative educational technologies concentrate around the need for a scientific understanding of the various aspects of personal orientation in education; on comprehension of their own experience, the degree of effectiveness

of pedagogical activity, formation their position on changes in the educational system; using of new knowledge in their own practical activity.

The motivation of a teacher's personality is also conditioned by his professional interests, value orientations, ideals. It manifests itself in his professional life as a whole, and in some pedagogical situations, determines his perception of external events and logic of behavior.

The positive motivation of the teacher for innovative activity is evidenced by satisfaction of such his personal and professional needs as creation and application of a new one, increasing of pedagogical mastering, overcoming of professional difficulties. Therefore, using of innovative technologies is considered by most teachers is considered as the only important motive for personal and professional self-affirmation.

Consequently, *the indicators of motivational component of readiness for innovative pedagogical activity are cognitive interest in innovative pedagogical technologies and personal significance of their application.*

Reflective component of readiness for innovative pedagogical activity, connected with the concept of reflection (from Latin Reflexio – return back). Reflection is the process of self-knowledge by the subject of internal acts and status [2, p. 1218]. For innovative activity are important both as a reflexive analysis of consciousness, which promotes to explain the meanings of objects and their construction, and reflection as an understanding of the essence of interpersonal communication, which characterizes the knowledge and analysis of the teacher phenomena of their own consciousness and activity. This component is realized through such reflexive processes as self-understanding and understanding of another, self-evaluation and evaluation of another, self-interpretation and interpretation of another.

Reflective thinking is one of the important conditions for awareness, critical analysis and constructive improvement of own activity. The ability of a person to reflexively relate to himself and to his activity is the result of the development (internalization) by himself of social relations between people. On the basis of interaction with other people, striving to understand the thoughts and actions of another, a person shows the ability to attitude to yourself reflexively. Therefore, the search, development and application of well-known pedagogical innovations, analysis of the results obtained and their own individual style of work can promote to the creation by the teacher of new innovative educational technologies.

An indicator of *the reflective component* in the structure of readiness for innovative pedagogical activity is the formation of the reflexive position (the character of the teacher's evaluation of himself as the subject of innovative activity).

*The cognitive component of the readiness for innovative pedagogical activity* combines the teacher's knowledge of the essence and specificity of innovative pedagogical technologies, their types and features, as well as the complex of abilities and skills regarding to the application of innovative pedagogical technologies in the structure of their professional activity. This component is the result of cognitive activity; it is characterized by the amount of knowledge (depth, systematic), style of thinking, formation of teachers' skills.

The creative component of readiness for innovative pedagogical activity is realized in the original solution of pedagogical tasks, in improvisation, impromptu. Its importance is due to the creative character of innovation.

In the scientific literature of O. Kozlova [8], this component of the structural model qualifies as central, system-forming. The term "creativity" in foreign and domestic psychology is associated with the creative achievements of the individual. The creative potential of the person, the ability to be creative is denoted by it.

Teacher creativity is formed because of imitation, reproduction of experience, idea, separate admission, form, method with a gradual decrease in the share of the imitative component and growth of the creative component of pedagogical activity.

Valeological aspect of pedagogical innovative activity related to the development of humanistic values and teacher orientations. Criteria for health, ecology (human and education) should be decisive during analyzing the appropriateness and evaluation of innovations in the educational and upbringing process.

Considering the direction of innovation on the objects of innovative activity (students) and their influence on teachers, in the valeological component of innovative activity is appropriate to distinguish between two levels. The first level concerns students as objects of innovative influence. It is about providing and maintaining favorable conditions during implementation of innovation. The second level of the valeological component involves an analysis of the character of the influence of innovation on teachers.

The technological component of innovative activity is based on the analysis of its structure and stages of deployment of innovative processes:

- personally motivated restructuring of educational projects, their interpretation, active search for innovative information, familiarization with innovations;
- professionally motivated analysis of their own capabilities for creating innovations; deciding on its use;
- formulation of the purpose and conceptual approaches to the application of the innovation;
- forecasting changes, difficulties, results of innovation activity;
- discussion with colleagues, administration, consultants of ways of introduction of innovations;
- development of conceptual basis and stages of experimental work;
- implementation of innovative actions, monitoring the development of the innovation process;
- control and correction of new introduction, evaluation of results, reflection of innovation activity [3].

Thus, T. Demydenko considers it necessary to introduce an information component in the structure of innovative activity of a teacher or any other specialist. Teachers' informative activity cover several interrelated processes (stages), namely:

- search and receiving professionally important information;
- its analysis and systematization;
- using of received materials directly in pedagogical and innovative (research) activity;
- creation of new information [3].

Based on the considered studies, we have specified the structure of innovative activity of the teacher, which is manifested in the formation of the components: *motivational; technological; valeological; reflexive; informative* (which characterizes the informative culture of the teacher-innovator and the effectiveness of his informative activity).

The humanistic paradigm of education focuses on the priority of a competitive teacher – a person who develops, is able to learn, independently obtain information, acquire the necessary knowledge. Compliance with these conditions is the key to realizing the idea of 'lifelong learning'. In this regard, the problem *of increasing the level of informative culture of the individual is of particular importance.*

Researcher T. Demydenko, who considers it necessary to introduce an information component in the structure of innovative activity of a teacher or any other specialist. Teachers' informative activity covers several interrelated processes (stages), namely: searching for and receiving



professionally important information; its analysis and systematization; using of received materials directly in pedagogical and innovative (research) activity; creation of new information [3].

Therefore, the readiness of teachers to innovative activity is a personal entity, which involves a dependence between the effectiveness of pedagogical activity and the orientation of the teacher's personality to improve their own professional level, increase competitiveness.

Mastering an innovative idea (system), the teacher complements it, enriches its by his own conclusions.

Teachers are introduced to innovations in the process of advanced training, methodological associations, and pedagogical councils. However, according to practice, students and young teachers are mostly formally concerned with innovation, especially their technological part, do not associate this process with their own education, internal growth, self-improvement. That is why there is a random using of innovative technologies, often misinterpretation of their basic provisions, which reduces the effectiveness of implementation.

Therefore, modern society needs pedagogical specialists of a new type, able to think systematically and constructively, quickly find the right information, make the right decisions, produce fundamentally new ideas in different pedagogical directions. New approaches, creative thinking, and another attitude of the teacher to their activity are needed to solve this problem. As the teacher's innovative activity is the basis of his professional success, we consider it necessary to determine the criteria according to which his readiness for this activity can be assessed:

- awareness of the necessity for innovation;
- a readiness to creatively innovate at school;
- confidence that efforts to innovate at school will produce results;
- coherence of personal goals with innovative activity;
- a readiness to overcome creative failures;
- organicist of innovative activity, professional and personal culture;
- the level of technological readiness for innovation;
- positive perception of their past experience and influence of innovative activity on their professional independence;
- ability for professional reflection [16].

According to A. Marynovska, preparation of competitive teachers and heads of educational establishments for the implementation of innovative educational activity requires the transformation of the traditional system into an innovative one, which envisages purposeful changes that improve the results of the educational institution concerning provision of quality educational services through the using of new quality management technologies of advanced training and scientific and methodological support of teachers to innovation activity [11].

Modern education must prepare a person who is able to live in an extremely globalized and dynamically changing world, to perceive its variability as an essential component of one's own way of life. Therefore, the focus in pedagogical collectives is on the issues of overcoming conservatism in approaches to educational activity, existing stereotypes of pedagogical work in the participants of the educational process.

Innovative activity is represented as determined by personal motivation, focus on professional renewal, awareness of the purpose, tasks and content of the future result, which should be more effective than what is present, activity of inclusion in new ways of activity, algorithmization of their assimilation.

## **Conclusions.**

The study of the essence and specificity of the teacher's innovative activity made it possible to conclude that the improvement of educational, upbringing and management educational systems significantly increases the quality of the results of educational activity. The orientation of educators to the implementation in the educational process of innovation is due to the competition of educational institutions, their entry into market relations, and therefore – the interest of the customer educational services quality of education, which depends entirely on the ability of teachers to introduce new technologies in the educational process, original methods and educational method, non-standard management approaches.

Innovative activity, creative search can positively influence the realization of the strategy of free choice in the activity of the teacher, his life prospect, which affects on the competitiveness. A compulsory element of a teacher's innovative activity is his / her creativity, and therefore it is a question of forming a teacher-researcher who has a systemic thinking, developed capacity for creativity, formed and conscious readiness to innovations.

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## SEGMENTAL STRUCTURING OF COMPETITIVENESS IN THE INDUSTRIAL COMPLEX TION

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### **Abstract.**

Segmental structuring of competitiveness in the industrial complex focuses on the realization of the possibility to link the use of different types of intra-sectoral and cross-sectoral competitive advantages and coordination, which differ in their goals and interests of the levels of formation of these advantages. For the industrial complex, this wording is essentially the starting point for determining the vectors of process management that will help increase the competitiveness of the national economy.

**Keywords:** segmental structuring of competitiveness, industrial complex, competitiveness of the national economy, intra-sectoral and cross-sectoral competitive advantages and coordination.

The strategic development of the industrial segment of the national economy can be successful when its sectors will receive competitive economic results that will ensure quantitative and qualitative growth of welfare in the country.

Theoretical and methodological aspects of competitiveness management at the economic level were studied by: S. Brue, P. Doyle, F. Kotler, A. Marshall, C. McConnell, D. Sachs, M. Porter, V. Heyets, Y. Makohon, Y. Melnyk, Y. Safonov and others.

In the conditions of formation of competitive relations in the national macroeconomic

environment, the ability to react rationally to the objective market phenomenon - competition, ensuring the competitiveness of economic results is strategically important for economic entities. Competitiveness is the ability to provide a competitive advantage in an appropriate macroeconomic environment. Therefore, segmental structuring of competitiveness in the industrial complex will provide an opportunity to focus on the most important, to obtain an integrated effect, by separating from many parameters, different in their goals and interests, the levels of competitive advantage. The integrated effect must be achieved through the formation of a purposeful industrial policy and strategy to increase competitiveness in the industrial complex, including the results of its activities.

The strategy of increasing competitiveness in industry is a process of change that requires management based on a strategic approach, and based on the identification of the most important types of competitive advantages, we can identify key management vectors that will achieve competitiveness in industry at all levels. In turn, conceptual approaches and identification of the main vectors of strategic management will ensure the construction of a common methodology and methods of increasing competitiveness in the country's industrial complex, combining all levels of competitive advantage in a mutually agreed intra-sectoral management complex.

Segmental structuring of competitiveness in the industrial complex focuses on the realization of the possibility to link the use of different types of intra-sectoral and cross-sectoral competitive advantages and coordination, which differ in their goals and interests of the levels of formation of these advantages. For the industrial complex, this wording is essentially the starting point for determining the vectors of process management that will help increase the competitiveness of the national economy.

The process of increasing competitiveness requires taking into account the specifics of the relationship between the segments of the industrial complex and with their environment, and is a process of making strategic decisions that will increase competitiveness in the industrial complex.

Segmental structuring of competitiveness in the industrial complex has the following interdependence within the limits of competitiveness in a certain environment:

- International Economics;
- National economy;
- Regional economy;

- Intra-sectoral environment;
- Domestic environment.

The structure of competitiveness in the industrial complex must also be considered in terms of mega, macro, meso and micro levels.

Segmental structuring of competitiveness in the industrial complex should be based on a level approach and the established hierarchical nature of competitiveness, both by objects and subjects of its assessment, as well as by levels of strategic management.

The internal construction of the management system for structuring competitiveness in the industrial complex consists of the following interconnected and mutually agreed subsystems:

- Theoretical and methodological support;
- Methodical tools;
- Target direction;
- Security process;
- Implementation process (managing and managed).

Segmental structuring of competitiveness in the industrial complex should contribute to the solution of domestic economic issues, taking into account socio-economic, production, technical and other aspects. Segmental structuring should take into account which factors will cause changes in the competitiveness of the industrial complex, the components of the external environment and internal economic structure. Thus, the segmental structuring of competitiveness in the industrial complex focuses on:

- At the objects of competitiveness (mega, macro, meso and micro levels, business results, business process, etc.);
- On the subjects of competitiveness (consumers, producers, contractors, stakeholders);
- At the levels of management (strategic, tactical and operational competitiveness).

Segmental structuring of competitiveness in the industrial complex taking into account the multivariate component is presented in Fig. 3.1.

Mega-competitiveness is a set of endogenous and exogenous factors that provide the advantage of the industrial complex in international, regional or local markets for industrial products.

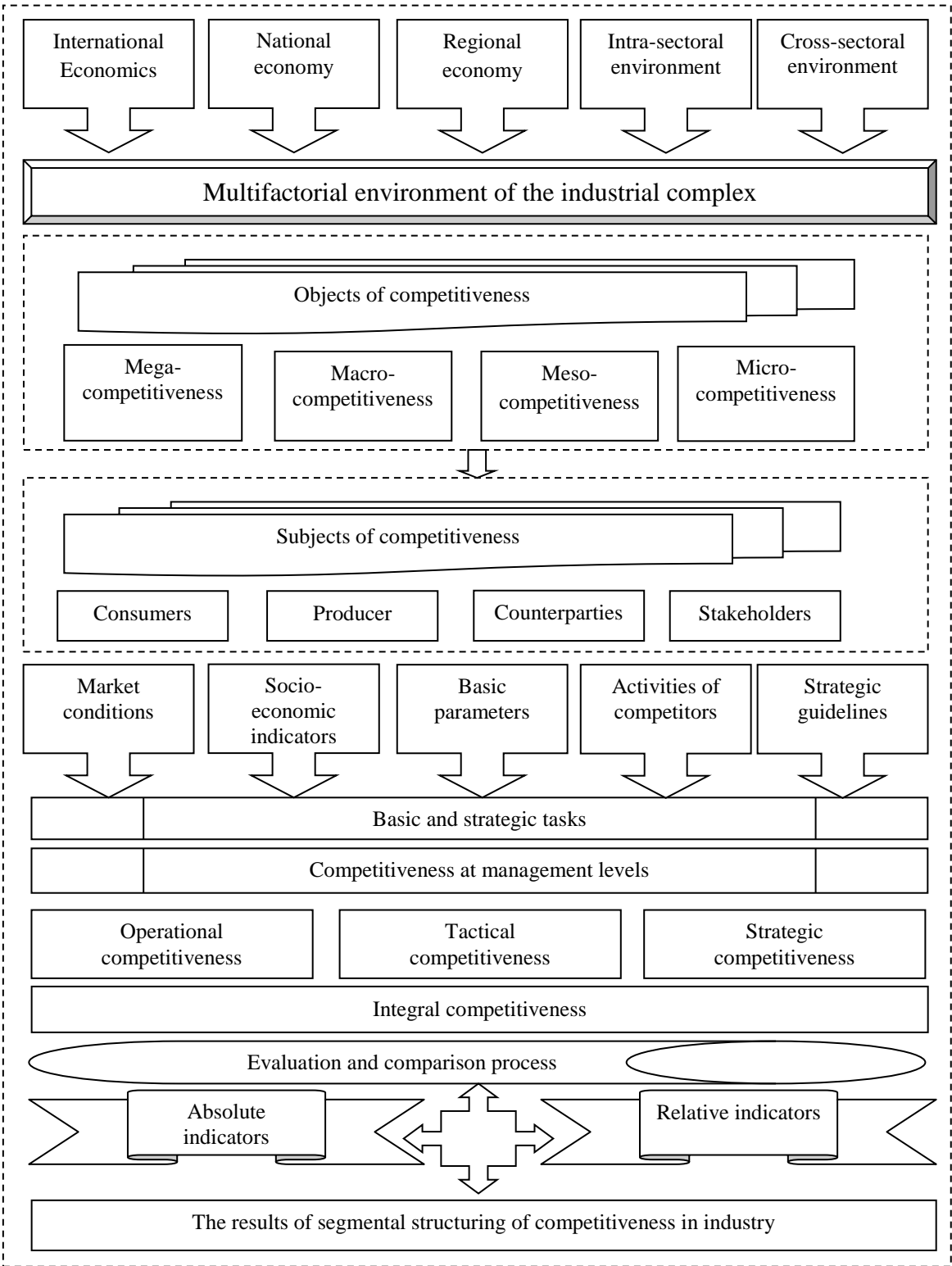


Fig. 3.1. Segmental structuring of competitiveness in the industrial complex taking into account the multivariate component

Macro-competitiveness is a set of endogenous and exogenous factors that contribute to the development and growth of the national reproductive component, which provides strategic (long-term) advantages of the country in the international economy compared to other actors in the global space.

Meso-competitiveness is a set of endogenous and exogenous factors that provide a



competitive advantage of a particular economic system and its components, infrastructure and management institutions, which is expressed in the ability to compete in the appropriate environment, period and market of industrial products.

Micro-competitiveness is a set of endogenous and exogenous factors that provide the advantages of individual business units (segments) in the market of industrial products.

It should be remembered that strategic success in achieving a high level of competitiveness in the industrial complex is possible only if a system-functional approach is applied, which a significant number of endogenous and exogenous factors that affect the competitiveness of the industry explains. That is why system-functional management of competitiveness has a major role in the implementation of managerial influence on the formation of factors and indicators of competitiveness in the industrial complex in order to further create and develop sustainable competitive advantages in the environment in conditions of uncertainty and variability.

In turn, the competitiveness of consumers in the industrial complex shows their ability to form consumer attractiveness in the technological chain for the business entity (order conditions, quantitative and qualitative preferences, solvency, prospects for interaction, etc.). The competitiveness of the manufacturer focuses on the ability of the business entity to form its own attractiveness in the value chain (duration of the production cycle, the level of material consumption, labor intensity, energy consumption, capital intensity, etc.). The competitiveness of the counterparty demonstrates its ability to form its own attractiveness in the value chain, for example, price and non-price characteristics of tangible (intangible) resources, reliability, terms and conditions of delivery and so on. Stakeholder competitiveness focuses on the ability of stakeholders to shape their own attractiveness in the value chain, such as the volume, timing and conditions of investing in economic activity, and to shape effective institutional production, economic, and social policies.

Market conditions, socio-economic indicators, basic parameters, competitors' activities and strategic guidelines determine the main and strategic objectives on which competitiveness should be focused at the appropriate levels of management.

Substantiation of key areas of competitiveness in the industrial segment of the national economy should allow to determine a set of theoretical, methodological and practical tasks, the solution of which will ensure the achievement of strategic goals of competitiveness management in the industry.

The operational and tactical competitiveness of the object is determined by its position in the current and short-term state of the industry market, and strategic competitiveness shows the stability and sustainability of the economic system and the ability to remain in the consumer market with changing external and internal factors.

It should also be noted that competitive advantage and competitiveness in the industrial complex are quite interrelated, and their essential features are that competitive advantage is a factor in competition in the industry environment, and competitiveness shows the level of success achieved in competition due to competitive advantages. However, with the active development of competition in the industry market, strategic success, the strength of the competitive position of economic entities depends on having a stable competitive advantage, the duration of which is determined by the ability to maintain and protect existing competitive advantages, gain competitive advantage and generate innovative competitive advantages, taking into account socio-economic efficiency. The latter aspect is becoming increasingly important in terms of saturation of the industry market and a significant excess of supply over demand.

In most cases, the competitiveness of the industrial complex is based on competitive advantages at different levels, but there is also the concept of absolute and comparative advantages, which are closely interrelated with competitive advantages, and considered, more at the macro level - in international trade theories.

International trade allows forming a single integrated market of industrial products, which allows consumers to meet the needs of the economic component.

M. Porter argued that the only reasonable concept for explaining competitiveness at the macroeconomic level is productivity, which means the amount of output produced by a unit of labor or capital expended. Productivity, in his opinion, is the main determinant of the long-term standard of living, the main source of national income per capita. The comparative advantage due to lower costs, such as labor, raw materials, capital, infrastructure, etc., or volumes, still exists, but in most industries it no longer provides a competitive advantage. Globalization allows economic systems to achieve comparative advantages through factors of production such as resources, capital, innovation and knowledge, through the distribution of activities by economic entities and regions, in order to obtain cost advantages [1].

It should be noted that the competitive advantage arises not directly from the availability of cheap factors of economic activity or volume, but from the highest productivity when using the

appropriate resources. The most dynamic and innovative actors in the industrial complex can outperform their competitors everywhere, taking advantage of cheap operating factors or economies of scale combined with outdated business practices. In productivity competition, businesses expand their operations globally to access factors of production and markets, but competitive advantage arises in the process of creating and implementing innovations and increasing operating productivity.

Thus, in the market environment, the subjects of the industrial complex will gain a competitive advantage through innovation, which ensures the creation of innovations. Only constant improvement and innovation can ensure a high level of productivity and increase it in the industrial complex of the country.

Intra-sectoral competitive advantage in the industrial complex is a characteristic of the results of operating activities of the entity, which will allow it to stay ahead of competitors in the intra-sectoral environment in terms of efficiency and stability of the market position. Intra-sectoral competitive advantages are formed with the help of tangible and intangible assets of economic entities and are manifested in a higher quality of operating results, including due to the price factor.

For the industrial complex, the ratio of intra-sectoral comparative and competitive advantages affects the structuring of its competitiveness in the context of globalization. However, intra-sectoral competitive advantages provide a strategic assessment of competitiveness in the industrial complex of the national economy. Comparative advantages tend to be long-term, while competitive ones focus on medium- or short-term periods of the consumer environment. For industrial entities, comparative advantages in interaction with innovation activities allow to determine intra-sectoral competitive advantages that will ensure the strategic development of the national economy.

Segmental structuring of competitiveness in the industrial complex is a set of intra-sectoral competitive advantages, which with the help of market incentives and business activity will ensure the development of the national economy. Note that competition is a stimulus for innovation and investment processes.

Thus, for the industrial complex of the national economy in modern transformational conditions, competitiveness must have strategic features and take into account the whole set of comparative and competitive advantages of the business entity. Characteristics of comparative

and competitive advantages that are characteristic of the industrial complex are defined in Fig. 3.2.

Competitive advantages should focus on any exclusive aspect that provides the entity with an advantage in the macroeconomic environment. In conditions of fierce competition, macroeconomic actors should be interested in creating sustainable competitive advantages that will promote the growth of key performance indicators.

The main mechanism of influence on the development of competitiveness in the industrial complex is the institutional stimulation and creation of an adequate regulatory environment for high-tech sectors of the industrial complex of the country. It should be noted that a large number of regulatory, organizational, functional and socio-economic measures should be aimed at stimulating the development of competition in the industrial complex.

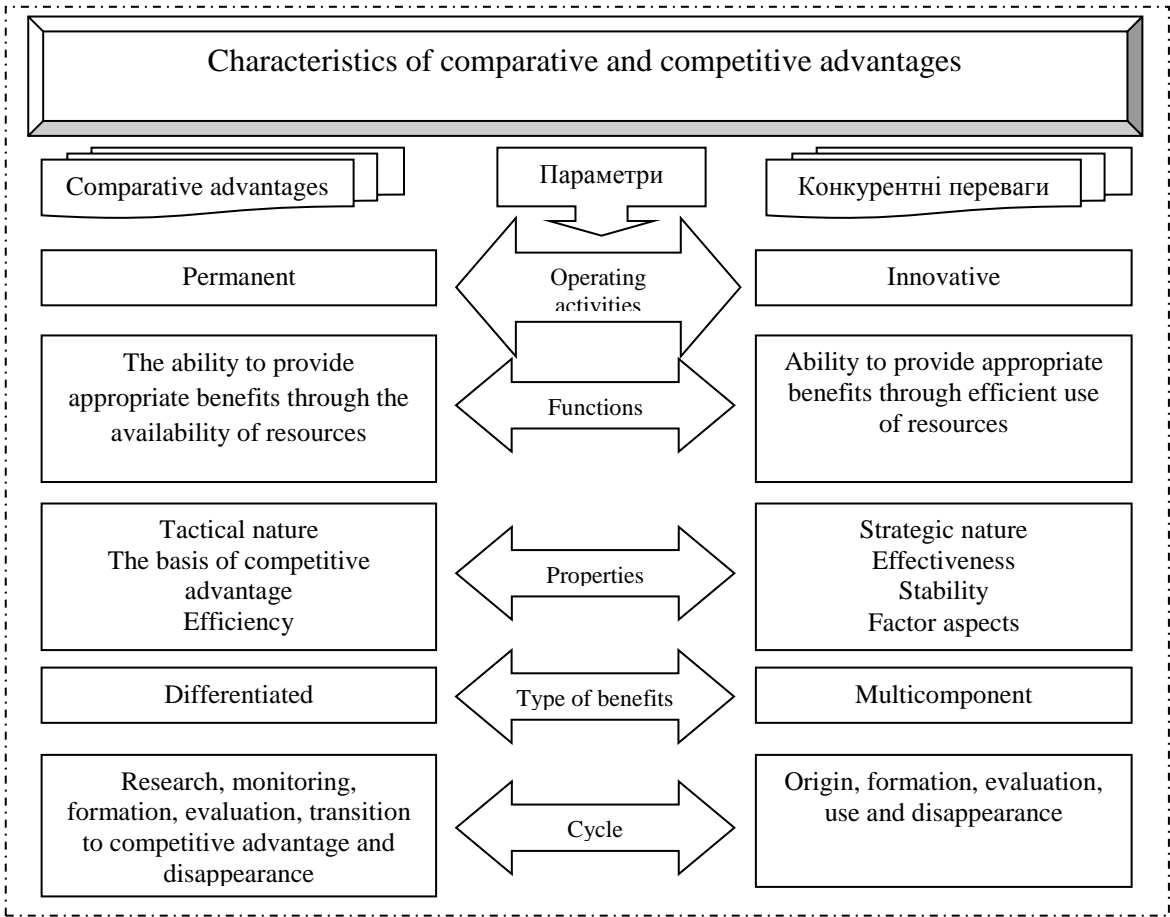


Fig. 3.2. Characteristics of comparative and competitive advantages that is characteristic of the industrial complex.

Support and stimulation of competitiveness in the industrial complex of the national economy is provided by the following regulations:

- Law of Ukraine "On Protection of Economic Competition";
- Law of Ukraine "On Protection against Unfair Competition";
- Law of Ukraine "On the Antimonopoly Committee of Ukraine";

- Law of Ukraine "On Investment Activity";
- Law of Ukraine "On Innovation";
- Law of Ukraine "On Business Associations";
- Law of Ukraine "On Joint Stock Companies";
- Law of Ukraine "On Consumer Cooperation";
- Law of Ukraine "On Scientific and Technical Information";
- Law of Ukraine "On Enterprises in Ukraine";
- Law of Ukraine "On Prices and Pricing";
- Law of Ukraine "On Foreign Economic Activity", etc.

Unfortunately, their number does not show a systemic nature in terms of impact on segment competitiveness, and needs further improvement.

Given the impact of the global crisis on the international economy, the outbreak of coronavirus "COVID-19" caused suffering to society and led to significant socio-economic shock. The reduction of economic results is felt all over the world, so in order to maintain competitiveness in the industrial complex of the country it is necessary to form a program to increase the competitiveness of industrial exports, taking into account the advantages that have a national character. As a rule, the effectiveness of the use of advantages is manifested at each level of the object and the subject of competitiveness, so we will explore modern approaches to determining competitive advantages at different levels.

"The basis of the country's competitive advantages are: conditions for competitiveness factors, the state of demand, supporting industries, a stable structure, strategy and competition" [2].

The main factors of competitiveness of the national economy:

- Modernization of the structure of the national economy;
- The ability of the industrial complex to create and implement innovations;
- Awareness of the role of creating and mastering knowledge in competition;
- The ability of business entities to achieve competitive advantages through innovation and investment activities;
- Awareness that continuous improvement provides competitive advantages.

Institutional support for competitiveness in the national economy provides:

- Economic stimulation of innovation and investment activities;
- Timely protection of intellectual property rights;

- Digitalization of management and regulation processes.

The main factors of industry competitiveness:

- Internal competitive advantages of the industrial complex (the need for products of the industry, the availability of human capital, exports of knowledge-intensive products, etc.);
- External competitive advantages of the industrial complex (level of competitiveness of the national economy, systemic support of small and medium business, science and innovation and investment activities, open markets, harmonization of the national system of standardization and certification with the international system, management training and retraining, etc.).

In segment structured competitiveness, the distribution of competitive advantages should be carried out taking into account the universal and specific feature. Universal competitive advantages underlie the competitiveness of the industrial complex, and specific competitive advantages are related to the peculiarities of its economic activity and cannot be taken into account when studying the competitiveness of other sectors of the national economy.

The main factors of competitiveness of integrated structures in the industrial complex:

- Resources - competitive advantages of integrated structures in the provision of tangible and intangible resources, taking into account the qualitative and quantitative characteristics;
- Technological - competitive advantages of integrated structures of conditioned operation of technologies, which allow to use the effect of large-scale operational activities, to increase consumer description due to qualitative and quantitative characteristics;
- Innovation and investment - competitive advantages that are involved in the qualitative parameters of the results of operating activities, which are formed for the use of the results of investment and innovation activities;
- Global - competitive advantages of integrated structures that organize and carry out economic activities in the international macroeconomic environment.

Globalization is a current trend and characterizes the international economy in modern conditions and prospects for its development, as well as strategic guidelines. In the context of globalization, the competition for economic resources, human capital and markets is growing. There is also a gradual development of interstate relations, which are created in order to achieve global advantages over common competitors in the consumer market. Integration processes at all levels ensure increased competition in the industrial market.

Thus, understanding the complex and contradictory changes in the real competitiveness of the

industrial complex leads to the need for a comprehensive analysis of patterns of behavior in a competitive environment and the development of natural and social entities that affect competition. The basis of such an analysis is the most important characteristic of competitiveness, which is manifested in all its areas and at all levels - systemicity. The system approach takes into account the impact on the competitiveness of the industrial complex of all factors that affect intra-sectoral economic activity and focuses on the relationships between its elements.

The system is a certain integrity, which consists of interdependent and interconnected elements, each of which contributes to the characteristics of the whole, and any violation of the system leads to negative phenomena in the functioning of the object.

Therefore, the systemic advantages of competitiveness in the integrated structures of the industrial complex are:

- Ensuring innovation and investment development of economic activity;
- Increase productivity by deepening the concentration and specialization of operational activities;
- Improving the results of operational activities, in qualitative and quantitative terms;
- Development of diversification of operating activities;
- Improving the structure of competitive advantage management.

In turn, the dynamic ability to form a competitive advantage is a determining factor in the creation of future key competencies that are related to competitiveness in the industrial complex.

Thus, the proposed and substantiated scientific approaches to the structuring of competitiveness in the industrial complex, which focus on the isolation of the multivariate component, which takes into account the permanent relationship between objects, subjects and levels of competitiveness, systemic or semantic influence of endogenous factors and exogenous changes in the competitiveness of the industrial complex, which will form the paradigm of the competitiveness management system in the industrial complex of the country. Segmental structuring of competitiveness in the industrial complex is focused on the realization of the ability to link the use of different types of intra-sectoral and cross-sectoral competitive advantages and coordination, which differ in their goals and interests of the levels of formation of these advantages. For the industrial complex, this wording is, in essence, the starting point for determining the vectors of process control that will help increase the competitiveness of the

national economy. Segmental structuring of competitiveness in the industrial complex should contribute to the solution of domestic economic issues, taking into account socio-economic, production, technical and other aspects.

Despite the slowdown in the development of the industrial complex in the macroeconomic environment due to the influence of many factors, this segment of the national economy remains the leading type of economic activity that can ensure the growth of socio-economic indicators in the country.

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