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# PECULIARITIES OF MANAGEMENT OF AGRICULTURAL ENTERPRISES UNDER MARTIAL LAW

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## ABSTRACT

Ensuring food security both in Ukraine and in the world is always one of the priority areas of the global agenda. This issue has become especially relevant in connection with the increase in the population on the planet, depletion of natural resources, decrease in soil productivity, climate changes and military conflicts. At the same time, food itself, its production, distribution and consumption are outlined as the most important elements of the functioning of the world economic system. The integration of Ukraine into the world and European community gives considerable attention to the problem of guaranteeing the population's supply of food under any conditions.

In recent years, the number of countries with existing food security problems has increased. However, Ukraine occupies an important place in the world arena of the food market. Before the large-scale Russian invasion of the territory of Ukraine, the strategic potential of the domestic agricultural sector was aimed at exceeding the mark of providing food for the world's 400 million population.

Active hostilities caused a number of large-scale destructive effects on the agricultural sector. Many agricultural and processing enterprises were destroyed and seriously damaged. Crop cultivation areas and production volumes of plant products have decreased. There are breaks in logistics connections, blocking of sales markets. The export of grain products is falling catastrophically.

The state of war made it extremely difficult for the livestock industry to function. Livestock complexes and livestock suffered damage and significant losses. They reduced the production of raw materials for the processing industry of dairy and meat cattle breeding and pig breeding. Poultry farming has lost foreign sales markets.

In the conditions of hostilities, the primary task of the Ukrainian agricultural sector became the reliable supply of agricultural products and food to the population. At the same time, the key role in the preservation and development of local markets and food supply chains in the regions belonged to farmers and agricultural enterprises.

However, agricultural commodity producers in the agrarian sphere are gradually adapting to the economic conditions acquired by the national economy. Strategies for preserving business and balancing benefits and costs are being implemented in conditions of limited access to product sales channels and rising costs of production resource support components. In the structure of production, agricultural enterprises provide almost 32% of agricultural production, which is aimed at meeting the needs of the domestic market.

The post-war reconstruction of agriculture should solve the problem of damages caused to the agrarian sector of the economy from Russian aggression and the vector of structural transformations for the further development of agriculture and rural areas of Ukraine. The issues of the new post-war state agrarian policy of Ukraine in the conditions of limited own resources are aimed at attracting international support to the agricultural sector, which should have a positive effect on the production of agricultural products and food.

In order to preserve the agricultural sector of Ukraine, according to the agreement of the Government with many international organizations, programs to support preferential crediting of commodity producers, the Fund for partial guarantees of loans in agriculture are involved. The 5-7-9 credit program has been extended under 50% state guarantees and assistance from the World Bank. Under this program, agricultural producers can obtain loans in the amount of 100,000 to 90 million UAH at 0-9%. Through the platform of the created State Agrarian Register, the EU financial assistance program operates for small agricultural producers who have confirmed their stability in the conditions of military operations and the conclusion of classical agrarian economic theory that they ensure the existence of production itself. At the same time, farms and peasant farms have a positive effect on the development of rural territories, the preservation of the rural settlement network, village infrastructure, rural lifestyle, rural mentality, language, traditions, and the general autochthonous culture characteristic only of this society. The specified program corresponds to the best European practices, in particular the mechanism of production grants common in the European Union.

The results of the presented research in the monograph are made within the initiative of the Department of Agrarian Management and Marketing of Vinnytsia National Agrarian University "Development of the concept of marketing management of agricultural enterprises" state registration number: 0122U002111 for 2022–2024.

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#### **4. Main directions of establishing a socially-oriented labor market in modern conditions**

The complex process of the formation of a market economy in Ukraine in the conditions of war is accompanied by crisis phenomena, which are manifested in a decline in production, a decrease in investment activity, a reduction in employment, the appearance of unemployment, which takes on a stagnant character, and a decrease in the standard of living of the majority of the population. The consequences of systemic economic transformations are radical shifts in the structure of employment, which is characterized by both positive and negative trends. The formation of the labor market in Ukraine as a subsystem of the market economy takes place under the influence of general patterns of its development at the stage of transformations and specific internal laws.

The lack of a comprehensive systematic study of the process of socialization of the labor market, trends in the transformation of employment caused by systemic economic transformations, the globalization of the economy, Ukraine's transition to information technologies, necessitates a comprehensive study of these problems. The high relevance of the noted problems determined the choice of the research topic.

In our opinion, by the socialization of the labor market we understand the process of the state directing the activities of its subjects to ensure the basic needs of the population at the level of progressive social standards on the basis of achieving high efficiency of the economy and improving the quality characteristics of the labor potential. According to B.M. Genkin , meeting the needs of the population can be considered normal under the conditions when opportunities for the emergence of significant intellectual and spiritual needs are created [4, p.48].

Agreeing with such a methodological approach in essence, we consider it expedient to note that the mere creation of opportunities in the population for the emergence of significant intellectual and spiritual needs is not enough. More important is the level of satisfaction of these needs, which would correspond to the modern trends



in the formation and development of the information society.

The list of partial indicators can be supplemented by such things as the ratio of monetary income and expenses. The socialization of the labor market in Ukraine is an objective process, since economic growth is directly related to the expansion of employment, improvement of welfare and quality of life of the population. At the same time, it is based on the objective requirements and norms of the International Labor Organization, whose tasks in the conditions of economic globalization have expanded and include:

- providing assistance to countries in defining a national strategy for increasing the level of employment and its quality;
- assistance to participating countries in the establishment of national monitoring systems, technical support for the collection of statistical and other information and the creation of labor market information systems;
- monitoring of global trends affecting the state of employment;
- development of international cooperation on a wide range of social and labor problems of employment, improvement of working conditions, trade union activities, professional training, occupational health and safety, combating occupational diseases, the situation of certain groups of workers, social security;
- development and adoption of international norms in the form of conventions subject to ratification by member states and recommendations.

Of particular importance in achieving the goals of socialization of the labor market are the proposals of the International Labor Organization regarding the inclusion of "social articles" in international agreements, which relate to international trade and condition the opening of new markets by the mandatory improvement of living and working conditions, the elimination of abuses and forms of exploitation of workers.

In order to manage the socialization processes of the labor market, it is necessary to have reliable information regarding the assessment of the level of its development. However, determining the level of socialization of the labor market is quite complex both methodologically and methodologically, as it requires taking into account a large

number of indicators that characterize various aspects of employment, the level and quality of life of the population. To some extent, the index of human development, which accumulates life expectancy, level of education, and real GDP per capita, can be considered an integral indicator of socialization of the labor market. We believe that it can be considered as a resulting and very important indicator of the state of the country's economy, suitable for comparison with other countries. However, in our opinion, it does not fully reflect the process of socialization of development, since GDP volumes per capita do not characterize consumption volumes. In an economy where raw materials and industrial industries make up a high share of the GDP structure and underdeveloped industries that produce consumer goods and industries of the socio-cultural complex, final consumption may be insufficient. In addition, in the structure of GDP (in terms of income), the share of wages of employees may be low, as is the case in Ukraine. Therefore, to assess the level of socialization of regional labor markets, we have proposed a system of partial indicators, on the basis of which the integral index of social tension in the labor market is calculated.

The main partial indicators were defined as:

- unemployment rate according to the ILO methodology, % of the economically active population –  $K_1$ ;
- unemployment rate according to the methodology of the State Committee of Statistics of Ukraine, % of the working-age population –  $K_2$ ;
- the level of hidden unemployment, % of employees who worked under conditions of forced part-time employment, to the total number of employees –  $K_3$ ;
- the ratio of the average wage and the living wage, % –  $K_4$ ;
- the share of employees whose wages are lower than the average in Ukraine, % –  $K_5$ ;
- the level of stress on the registered labor market (ratio of supply and demand for labor force) –  $K_6$ ;
- the share of those employed in harmful and dangerous working conditions in the total number of employed, % –  $K_7$ .

We propose to calculate the integral indicator of social tension in regional labor

markets using the following formula:

$$K_{\text{int.sc.sc.}} = \sqrt[n]{K_1 \times K_2 \times K_3 \times K_4 \times K_5 \times \dots \times K_n} \quad (1)$$

The greater the value of  $K_{\text{int.s.n.}}$ , the lower the level of labor market socialization.

The calculation of the integral indicator of social stress on regional labor markets can also be carried out according to the methodology that was used in 2000. by the State Statistics Committee of Ukraine to assess the standard of living of the regions. It was based on the range of variation of the indicators, i.e. the difference between the maximum and minimum values, and the determination of the standardized values of each indicator on a 10–point scale. In our case, it should be borne in mind that the maximum values of the indicators are estimated at 1 point, and the minimum values at 10 points. The integral index is defined as the sum of points for all indicators of the region. The higher the integral indicator, the lower the level of social tension in the regional labor market, the higher the level of its socialization.

The proposed methodology can be used for a comparative regional analysis of the state of the labor market and employment and the development of specific measures, first of all, for those areas of socialization of the labor market, in which the largest deviations from the average indicators for Ukraine, or higher indicators achieved in individual regions, are noted.

Since the quality of life of the population is directly correlated with employment and labor efficiency, the methodology of socialization of the labor market in modern conditions should be based on stimulating the demand for labor and reducing the unemployment rate, increasing the price of labor to a level sufficient for its normal reproduction and strengthening motivation to work, humanization of work.

Labor market socialization processes require constant monitoring in order to actively influence them. The main elements of monitoring, in our opinion, should be the cost of labor and the level of wages; dynamics of the income level and quality of life of the population; employment and unemployment; professional and social mobility of the workforce; the quality of the workforce, etc.

In these conditions, the task of economic science is the development of a

scientifically based Concept of employment and the labor market, which could be the basis for the development of practical measures and actions aimed at the formation of a national model of a socially oriented labor market. The specified Concept should include a system of theoretical provisions and generalized views on the goals and means of implementing the employment policy and the labor market in the short-, medium- and long-term periods. At the same time, the policy in the field of employment should be considered as a priority direction of the modern state economic policy related to providing the working population with jobs. The purpose of this policy is to create such material, technical and socio-economic conditions that would allow optimal use of jobs and labor potential of the nation. Labor market policy, directly related to employment policy, has its own specific goals. Its goals are related to the regulation of labor relations and wages, material incentives, the nature and conditions of work. Logically, these two types of policies are closely adjoined by the social policy aimed at social development and social protection of the population. However, its essential differences from employment policy and labor market policy are that it goes beyond the sphere of productive employment, and the effectiveness of its implementation is determined by the successful implementation of policies of the first two types. That is why a comprehensive approach to the problem of creating a socially oriented labor market is of primary importance in modern conditions.

The concept that could be put into the theoretical basis of these policies must satisfy certain requirements. First, it should focus on the formation of a national model of employment and the labor market, the contours of which should be theoretically determined. Secondly, the concept should take into account the effect of factors that determine the formation of employment and ways of labor market socialization, highlighting specific goals and objectives for each stage.

At the current stage of the development of market relations in Ukraine, state regulation acquires special importance, it becomes a factor in the socialization of the labor market. It is possible to determine the following main directions in which state intervention in the course of economic processes must be carried out:

in the wage system with the aim of guaranteed wages, necessary for the normal

reproduction of the labor force, and its timely payment;

to create and improve the legal framework that regulates labor relations in accordance with the market environment;

to create an expanded information system for subjects of labor relations;

improvement of the tax policy in the direction of lowering the tax pressure on wages;

creating a favorable investment climate for investments aimed at creating additional jobs;

development of principles and methods of social partnership, improvement of collective agreements between employers and employees.

The socialization of the labor market and the construction of a socially oriented market economic model require the creation of an effective system of vocational training of the population in the country. Vocational training programs must be developed for those specialties that are in demand on the labor market. The defining principle of improving vocational training is the primary training and retraining of all unemployed youth, that is, the implementation of the main position – the predominance of training over unemployment.

The strategic concept of the socialization of the labor market should provide for the expanded reproduction of jobs based on the maximum involvement in production of internal and external investments, a significant increase in investments in the human factor, radical reform of wages and the pension system, legislative and regulatory support for social and labor relations .

The process of socialization of the labor market requires improvement of methodological foundations and changes in the current legislation that regulates social and labor relations. The improvement of social and labor relations should take place in the direction of significantly expanding the range of tasks in this area and creating conceptual, financial and organizational prerequisites at each stage of the economic reform of property relations. The basis of the methodology for improving social and labor relations in the modern labor market, in order to ensure socialization, should be the transition from the dictates of enterprises to the agreement of the parties – sellers

and buyers of labor; in order to reach compromises between them, the state should assume the functions of a mediator with clearly defined legislative boundaries. Strict control on the part of labor organizational structures in compliance with existing laws on labor, employment, social guarantees, insurance makes it possible to prevent state intervention in the sphere of social and labor relations. Before this, it is important to note that labor policy must be formed and implemented in the system of labor bodies to ensure the legitimate interests of social partners.

Legislative and normative legal acts on employment, entrepreneurship, business, unemployment, etc. should be coordinated with each other, ensure a high level of legal protection of the interests of all labor market participants, their social rights and guarantees, and counteract the growth of unemployment.

The state, creating rules for regulating the relations of labor policy subjects, must monitor their implementation. Such a methodological approach to the improvement of regulatory and legal protection of employment, unemployment and entrepreneurship should be the basis of revision of labor legislation.

Summarizing all of the above, it is possible to formulate the following main directions of the Concept of socialization of the labor market at the current stage.

1. Preservation of promising and creation of new jobs

It should be admitted that insufficient attention was paid to this direction in previous years. The main emphasis was placed on passive measures, which to some extent was justified by the need for social protection of citizens for the purpose of their adaptation to economic reforms. However, a significant bias towards social protection, which, by the way, was at a minimal level, led to the accumulation of long-term unemployment and weakened incentives to seek work.

At the same time, the state focused the main attention on the problems of monetary and financial stabilization and anti-inflationary policy, which weakened attention to the development of the production sector of the economy. This led to the moral and physical aging of the production apparatus. Ensuring employment requires new approaches to maintaining high-quality existing jobs and creating new jobs, among which we can highlight the following:

- determination of industry and regional priorities that ensure the development and preservation of promising jobs;
- assessment of the general need for jobs in the economy of Ukraine;
- creation of an information base for the formation of an effective system for creating and maintaining jobs;
- determination of the actual and rational structure of employment (in regional, sectoral, professional –qualification, sex–age, etc. aspects);
- creation of new jobs on the basis of broad development of small and medium–sized businesses;
- formation of an investment and financial mechanism for stimulating the creation of new jobs;
- increasing the efficiency of the use of production facilities .

## 2. Development of labor potential

In recent years, society's expenditures on professional and qualification training of personnel have been sharply reduced. The reasons are related, firstly, to the shortage of state funds, and secondly, to the inability of enterprises suffering from a drop in production to train and retrain employees. It should be added that the current professional and qualification structure of employment is too rigid, poorly adapted to market conditions. In recent years, the interest of the majority of employees in improving their qualifications has significantly decreased. In addition, serious contradictions have accumulated between the market of professions and the market of educational services. With a general decline in the quality of education services provided by all its branches, it should be emphasized that the branch of secondary vocational education has experienced the greatest quantitative and qualitative deterioration. By the way, modern labor professions are the foundation of the revival of Ukrainian production and its further development.

## 3. Regulation of wages

In order to strengthen the process of socialization of the labor market at the current stage, the following measures must be implemented in the wage regulation mechanism:

- strengthen state guarantees in the payment of labor by increasing the minimum wage, restore the indexation of the population's monetary income, tie the amount of wages to transformations in the social sphere (increased payments for housing and communal services, treatment and education);
- limit unjustified wage differentiation;
- strengthen the role of social partnership in wage regulation;
- implement a flexible model of regulation of tariff rates and salaries with their periodic review within the limits of established salary brackets;
- to strengthen the connection between wages and the final results of the activity of the employee and the team of the enterprise as a whole;
- reduce the amount of taxation of the wage fund.

#### 4. Improvement of the system of social and labor relations

The process of forming promising employment and establishing a socially oriented labor market requires the creation of a system of social and labor relations, which would be based on a strong regulatory and legal framework. The directions of its improvement are:

- liberalization of labor legislation, which would stimulate the mobility of the labor force, increase its quality;
- strengthening of state control over compliance with labor legislation with the introduction of harsh sanctions for its violation;
- development of legal norms regulating labor relations in alternative sectors of the economy.

The four directions we have considered do not exhaust all approaches to the formation of employment and the formation of a socially oriented labor market. However, they are necessary precisely at the stage of stabilization and economic revival in Ukraine, which is gaining signs of a sustainable trend. On the basis of their implementation, a consistent transition to the tasks of the next stages of creating promising employment and establishing a socially oriented labor market in Ukraine is possible.

Systemic and structural transformations of the economy of Ukraine foresee its



transition to a market-type social economy, the characteristic feature of which is the orientation towards satisfying human needs at the level of high living standards and the free development of the individual, which is achieved thanks to the combination of market mechanisms with the regulatory role of the state. The creation of a social market economic system is based on the formation and establishment of a socially oriented labor market, in which the interaction of its subjects is aimed at ensuring high efficiency of production both in the interests of the participants of this interaction and society as a whole.

The interaction of the subjects of the labor market is realized in the field of labor activity and takes the form of social and labor relations, which determine the conditions for the combination and use of production factors and the methods of distribution of the newly created value. Socio-labor relations, thus, are a necessary element of the formation of a socially oriented labor market and are aimed at the cooperation of all forces of society and the creation of an effective system of protection of the interests of the participants of these relations.

Deep structural shifts in the economy, primarily changes in economic relations, the growing role of human capital in the development of society, changes in the structure of needs and the need to improve the quality of life of the population determine the need to improve social and labor relations. The urgency of forming qualitatively new social and labor relations in Ukraine is explained by the sharp aggravation of social problems in the labor market in connection with large-scale transformational processes.

The strategic goal of the development of social and labor relations, as proven by A.M. Kolot, is the development of an effective system of labor and capital cooperation in the form of labor market subjects – employees and employers [8, 9]. This necessitates a clear definition of their essence and the organizational and methodical mechanism of provision.

The content analysis shows that the economic literature examines certain aspects of social and labor relations (legislation, the content of collective agreements on pay and working conditions, social partnership, the participation of employees in the

management of production) without sufficient methodological and methodical tools that would provide them regulation. First of all, the question of the relationship between social and labor relations with the functioning of the labor market and employment, in particular, the achievement of full, productive employment and raising the standard of living of the population, requires clarification. An important aspect of the study of social and labor relations is their relationship with the results of the structural modernization of the economy. S.I. emphasizes the priority of solving social problems of the labor market in the process of structural modernization of the economy. Bandur, who notes that the strategy of these priorities "...should be based on the following conceptual provisions: real provision in all sectors of the economy and spheres of economic activity of human rights to work in accordance with professional training; optimal combination of state-wide, territorial and industry interests in relation to the effective use of the existing labor potential; the introduction of various forms of labor saving as a basis for the economic rise of the state, increasing the level of labor productivity, and therefore – opportunities for solving social issues; spreading to all sectors of the economy program-target methods of planning and forecasting processes of labor movement with determination of expected social consequences" [11, p.7].

The implementation of these social priorities is directly related to the quality of social and labor relations that arise between the main subjects of the labor market. In this regard, the justification of the principles and methods of formation and regulation of social and labor relations is of theoretical and practical importance. At the same time, the methodological basis is to ensure the most efficient use of production and human capital on the basis of increasing labor productivity and increasing the cost of labor in order to achieve sustainable economic development and increase the standard of living of the population.

In achieving these goals, an important role belongs to the state as a full-fledged subject of social and labor relations. At the same time, the transition from an administrative-command economy to a market economy was accompanied by almost the most significant transformations in the sphere of social and labor relations, which manifested themselves in the emergence of new, market-based forms of recruitment,

distribution, release and redistribution of labor. Inadequate state management of social processes in the field of labor led to a number of negative processes in the labor market and employment. In this direction, the imperfect legislative framework and the underdeveloped system of social partnership acted as well.

Methodologically justified is the approach to the development of social and labor relations based on the activation of the process of deregulation of the economy, when economic entities at the micro level, using the necessary legislative and regulatory materials, independently solve production problems, guided by the principles of achieving social and economic efficiency.

Since social and labor relations accumulate a wide range of problems that arise between subjects of the labor market at all phases of the reproductive process, their formation and improvement requires a systematic approach and the construction of an appropriate model of implementation, which includes the establishment of objects, subjects of these relations, their functions, methods and indicators of interaction.

The organizational and legal foundations of social and labor relations were developed by the International Labor Organization and are based on the following fundamental provisions:

- all people, regardless of race, religion, gender, have the right to realize their material well-being and spiritual development in conditions of freedom and dignity, economic stability and equal opportunities;
- achieving the conditions under which this will be possible should become the main goal of national and international policy.
- Based on this, the main conceptual provisions of the program of social and labor relations in Ukraine, in our opinion, are the following:
  - a person is a multifaceted subject of social and labor relations, whose activity is determined by a wide range of needs, interests, guidelines, value orientations;
  - creation of conditions for meeting needs and personal development is the goal of social and labor relations;
  - social and labor relations are a factor of economic growth and achieving harmony in society;

- social and labor relations are organized on the basis of cooperation and protection of the interests of their participants;
- the humane nature of social and labor relations and adequate methods of their regulation are an important condition for Ukraine's integration into the world economy.

Social and labor relations are based on the theory of human relations, the doctrine of human needs, theories of motivation and work behavior, sociology of small groups, systems of employee participation in profits, described in sufficient detail in the literature. Without resorting to their analysis, we note that all of them to some extent proceed from a psychological approach to the employee as an object of management and do not consider the other side of social and labor relations as objectively existing interdependencies, the interaction of the subjects of these relations in the work process, aimed at regulating the quality of working life [7, p.48].

Undoubtedly, the orientation of social and labor relations on the quality of the working life of employees is extremely important and is their goal.

However, they should not be separated from the general context of economic and social development, production efficiency and the interests of capital owners. Therefore, in our opinion, social and labor relations are cooperation between employees and employers, aimed at the rational use of production resources (factors), increasing volumes and increasing the competitiveness of goods and services, fair distribution of newly created value, ensuring favorable working conditions and personal development, democratization of management. This means that the goal of social and labor relations is to increase the efficiency of work and production, on the one hand, and to improve the quality of life of employees, on the other.

The methodological basis for the formation and development of labor relations is the priority of individual interests in social development.

For employers, such interests are the presence of property, which ensures free entrepreneurship and motivation to obtain profit due to the effective combination of factors in the process of production of socially necessary products and services.

For employees, interests are focused on choosing a field of work or a type of activity in accordance with their abilities and desires in order to receive adequate labor

income in the form of wages, as well as personal development and realization of their creative potential.

Modern hired labor is a combination of economic and non-economic characteristics. The latter include education, health, personal abilities, innovativeness, activity, entrepreneurial functions of the employee. It is due to the non-economic component that the role of human capital, which determines the productivity and income level of an employee, is growing.

An important methodological provision regarding the development and improvement of social and labor relations is the objective regularity of the growth of the role of creative work in production.

With the transition of Ukraine's economy to information technologies, the consumption of high-quality labor will increase. Economic science has proven that an additional product is created not by simple, but by creative work, which appears not only in the form of knowledge, skills, abilities, but also in the form of information embodied in machines, technologies, raw materials, energy, etc. Creative labor ensures the production of products larger in volume than is necessary for the reproduction of labor power. Therefore, creative workers in the system of social and labor relations regarding the distribution of the newly created value are interested in appropriating a part of the additional product. For the highly qualified hired workforce, the problem of employment conditions in socially useful activities, which would provide an opportunity for personal development and increase mobility in the labor market, is becoming more and more important. In connection with this, the conclusion of labor force rental contracts and special labor contracts is becoming more and more widespread.

Being an objective reality that determines the interdependence and interaction of the main subjects in the work process, socio-labor relations are subjectivized because they express the intentions and actions of the participants of these relations. All this leads to the presence of multifaceted relationships between individual individuals and social groups in the sphere of labor activity – economic, legal, psychological, ethical. The vector of development of social and labor relations is aimed at humanizing the

interaction of subjects, protecting their interests and regulating the quality of working life. This is caused by such factors as technological innovations, the introduction of new methods and the democratization of management at all levels, the need to overcome poverty and create conditions for raising the standard of living of the population. Based on this, social–labor relations are a powerful factor in the socialization of the labor market, the formation of the middle class, and the development of the country's labor potential.

In our opinion, the methodology of analysis and assessment of the impact of social and labor relations on the formation and development of a socially oriented labor market should be based on the fact that these relations are a subsystem of economic relations and as such reflect complex relationships with other subsystems – production, technical economic and socio–economic relations.

The set of relations between people in the process of production and appropriation of material and spiritual goods in all spheres of social reproduction (in production, distribution, exchange, consumption) is characterized as economic relations. They are formed as a result of the interaction of such subsystems as technical–economic, organizational–economic and socio–economic relations.

Technical and economic relations are a form of development of the system of productive forces, which is based on the principle of adequacy of the labor force to the means of production. This means that technical and technological progress must be accompanied by continuous improvement of the educational and qualification level and technical and technological culture of employees. This principle creates a basis for the convergence of the interests of the subjects of social and labor relations, since the owners of the means of production, pursuing their own interests of profit, introduce new equipment and technologies and thereby stimulate the development of professional and qualification qualities of employees. Increasing the qualitative characteristics of the labor force allows employees to realize their interests in the form of obtaining a higher income at the expense of more qualified creative work.

Technical and economic relations in unity with productive forces characterize the technological method of production and determine the level of mechanization of

labor, the use of manual labor and its sanitary and hygienic conditions. Unfavorable and dangerous working conditions as a result of imperfect technologies and excessive physical wear and tear of production equipment require employers to improve them and pay workers compensation for deviations from normal working conditions. Workers in such conditions spend part of their energy not on creating products, but on overcoming the harmful effects on the body of unfavorable factors of the production environment. Therefore, the interests of employees and employers coincide in matters of improving the conditions of labor protection, which is the basis for improving social and labor relations.

Organizational and economic relations are implemented in the field of modern management and marketing, the purpose of which is to ensure high efficiency of production, motivation of personnel in achieving the final results of the organization. In the field of social and labor relations, the interest of both parties in high performance results is manifested in production democracy, the main forms of which are the participation of personnel in the distribution of production results.

Socio-economic relations are implemented as production relations arising on the basis of economic ownership. Subjects of social and labor relations in their economic activity are guided by their own economic interests, which are determined by the development of their needs and property relations. Depending on the relationship to the means of production, the form and type of ownership, the degree of economic realization of interests is expressed in the appropriation of the mass of profit by the subjects of social and labor relations. In this case, the subjects of social and labor relations are the owners of equity capital represented by the employer and employees.

Socio-economic relations also express relations of economic ownership of factors of production and are implemented as social-labor relations between owners of capital and owners of labor.

The proportions between the shares of workers and owners of the means of production in the aggregate social product and national income, between wages and profits are established at the stage of distribution of the newly created value and depend on the balance of power between the subjects of these relations, competition on the

labor market, the nature of ownership and the economic condition of economic objects. Naturally, the economic interests of the owners of the means of production and employees are different and there are contradictions between them. The optimal ratio of interests of labor market participants in a market economy can be established on the basis of the theory of marginal productivity of production factors – labor and capital. It is the marginal product that determines the level of profit of the owners of the means of production and the level of wages of employees in accordance with labor costs.

The improvement of social and labor relations on the basis of economic property relations should be aimed at overcoming the social and economic alienation of employees from the ownership of the means of production and the results of production, from the management of property. At the same time, it is necessary to ensure and foresee in regulatory documents and laws on social and labor relations the mechanism of realization of ownership of the labor force in the form of wages and social benefits.

At the same time, the methodological basis for establishing social and labor relations regarding wages is the provision according to which wages act as a motivating factor not only for employees, but also for employers. Trying to minimize labor costs and being interested in a high return on the part of hired workers and increasing production efficiency, the employer creates more favorable working conditions and methods of its stimulation. In this regard, it is quite correct to single out A.M. The optimization function of the wage, the essence of which is that the wage as a component of the cost of production is an important factor in motivating the owner to improve the technical base of production, its rationalization, and the introduction of progressive forms and systems of wages [8, p.18]. In this way, opportunities are created for the development of social and labor relations based on social justice, humanism, human relations and, ultimately, the achievement of harmony in society.

In the system of social and labor relations, the interests of both individuals and certain groups are realized, therefore they cover relations related to hiring, firing, use, development, payment and remuneration of employees. In reality, there is a combination in various ratios of such principles of interaction of subjects of social and



labor relations as solidarity, paternalism, subsidiarity, partnership, conflict, discrimination.

Solidarity involves the joint responsibility of the subjects of social and labor relations, which is based on personal responsibility, unity and common interests. Paternalism presupposes the dominant role of the state in social and labor relations, which has a negative effect on the labor activity and initiative of employees. Unlike paternalism, subsidiarity is aimed at maintaining a person's demands for self-responsibility, self-realization, responsibility for the quality of life and work results. Partnership involves such interaction of subjects of social and labor relations, under which they can actively protect their interests. The conflict is a clash of interaction subjects caused by opposing goals and interests. Discrimination occurs when the rights and opportunities of subjects of social and labor relations are unreasonably limited or violated. As a rule, discrimination against employees manifests itself in hiring, pay, promotion, staff development, etc. Regulation of social and labor relations in the direction of strengthening their influence on the socialization of the labor market involves the development of some and the weakening of other principles of interaction between the subjects of these relations.

The decisive and most productive is social partnership, which is understood as a specific type of social relations, when a certain balance of the realization of the main interests of the most important social groups of society is achieved and a compromise is ensured in the realization of the interests of the main subjects of socio-economic processes of a market society [226, p.499]. Social partnership is organized as two- and tripartism, thanks to which the subjects of social-labor relations actively protect their interests. In tripartite representation, the government, entrepreneurs (unions) and employees (trade unions) act as independent parties performing their specific functions. The state creates the necessary conditions for social dialogue between enterprises and employees – it determines the directions and priorities of social policy, regulates relations between labor and capital on the basis of laws, monitors compliance with legislation in the field of labor, and also acts as a mediator and arbiter between subjects of social and labor relations. The model of social partnership and the

mechanism of interaction between its subjects are presented in fig. 1.

Social partnership relations are implemented on the basis of collective contractual regulation of labor relations through collective negotiations and conclusion of contracts and agreements between trade unions and employers at enterprises, in the industry, region, country. In the intra-company labor market, status –organizational regulation of social and labor relations is applied, which is carried out by committees or councils of various statuses operating at enterprises, which include representatives of employees and employers.

Improving social and labor relations and strengthening their influence on the socialization of the labor market requires their organization on the principles of solidarity and subsidiarity, which stimulates the personal responsibility of employees for the results of their activities, common interests, the desire for self-realization, self-improvement and increasing competitiveness in the labor market.

Content analysis and own research on the state of social and labor relations in Ukraine at all levels testify to the insufficient and unequal level of development of social partnership structures. Trade unions are more structured at all levels, although they do not actively protect the interests of employees, and are more concerned with politics. Employers' unions are less structured and not sufficiently focused on solving the problems of remuneration in accordance with the cost of labor and creating favorable working conditions, and the employers themselves have not yet become civilized owners with high social responsibility.

Employers as business entities are not consolidated in their aspirations. A large number of associations of entrepreneurs, the diversity of their interests do not contribute to such consolidation. In addition, not all employers are aware of their role in the development of social and labor relations and their importance in the development of the national economy. At the same time, there is a point of view among employers about their determining role in social and labor relations, since the number

PECULIARITIES OF MANAGEMENT OF AGRICULTURAL ENTERPRISES UNDER  
MARTIAL LAW

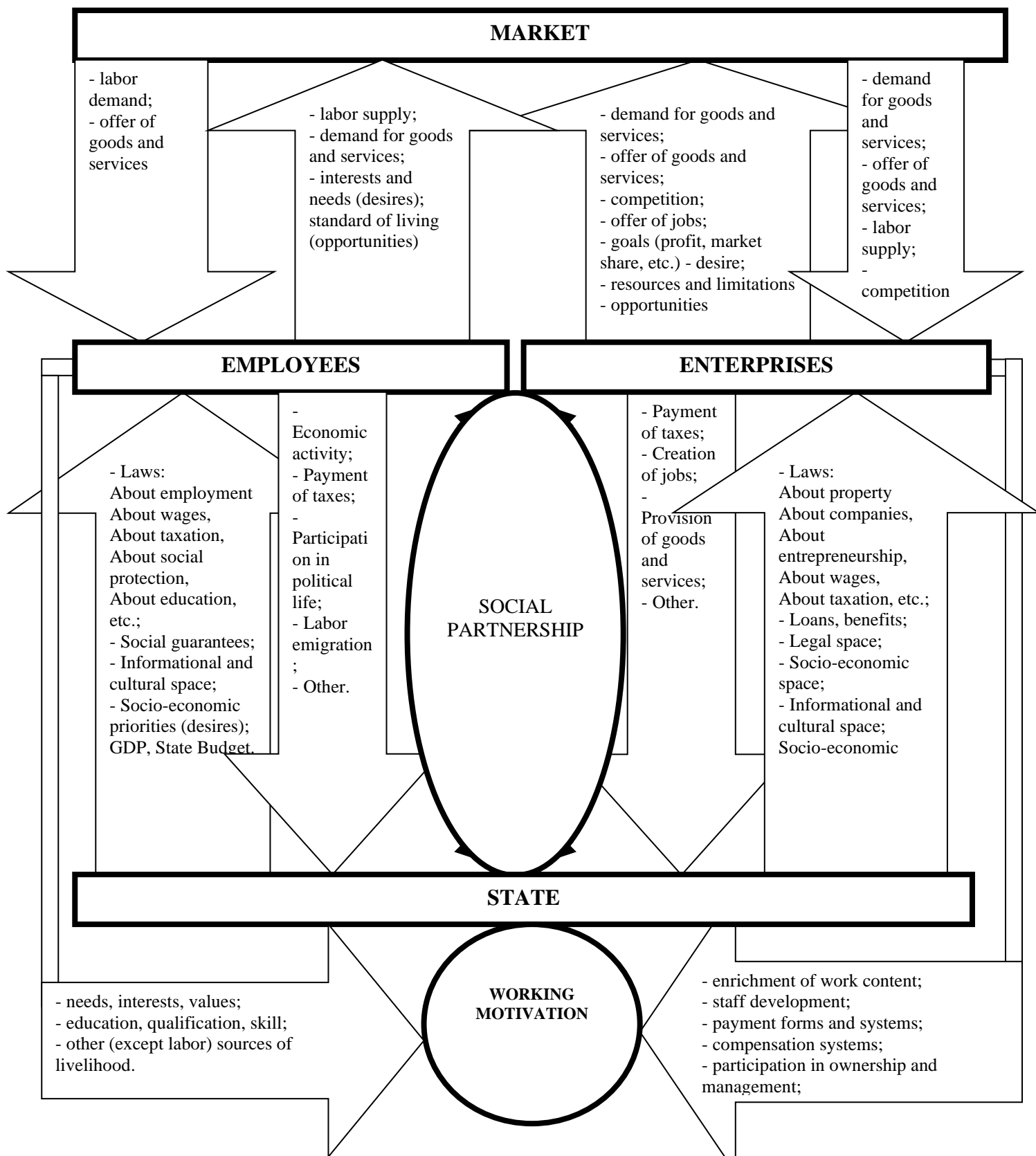


Fig. 1. The model of social partnership and the mechanism of interaction between its subjects.

of jobs and production results depend on them [ 13, p.125 ]. We believe that such an approach is unconstructive, as it does not correspond to the principles of partnership

between subjects of social and labor relations. In confirmation of this, we note that the work of hired workers creates from two-thirds to three-quarters of the newly created value.

in market relations are not used .

The organizational and status forms of social partnership are almost undeveloped in Ukraine. At enterprises, there are practically no enterprise councils, and there is no institute of employee representation. An exception is councils and commissions, which are created at some enterprises to solve issues of occupational health and safety.

Numerical studies show that social and labor relations between employees and employers have not yet become truly partnership. In the conditions of a systemic crisis, which led to a sharp decline in production, a slowdown in the investment process and an increase in unemployment, the behavior of employees is often determined by the effort to maintain the status of employed (even in the conditions of forced underemployment and arrears from wage payments), and not by the level of payment and the content of work which would allow them to realize and improve their professional abilities. This provides a reason and opportunity for employers not to fully comply with the terms of collective agreements regarding the amount and payment of wages, improvement of conditions and labor protection. There are rare cases when employers evade the conclusion of collective agreements, and in the agreements that are concluded, their main articles are often violated. This mostly concerns private firms, small forms of entrepreneurship. They violate the requirements of collective agreements regarding the organization of work and rest regimes, pay and labor protection.

On the part of employers and the state, where it is the owner of a controlling stake, violations of the rules of interaction of subjects of social and labor relations are manifested in non-payment of wages; application of illegal forms of remuneration in kind; forced transfer of the employee to part-time work or sending him on unpaid leave; non-payment of severance pay upon dismissal; mass layoffs during privatization; illegal transfer to a lower paid job; release of women and young people during enterprise reorganization or staff reduction; violation of labor protection

legislation, etc.

A systematic approach to reforming social and labor relations requires the development of principles that would allow solving economic, social, and technological problems of production development and effective employment by regulating the interests of the subjects of these relations. In our opinion, the main areas of reforming social and labor relations are the organization of wages, the creation of favorable working conditions, the provision of personnel development and the involvement of workers in production management.

Methodological principles of wage reform as the basis of social and labor relations are:

- ensuring the constitutional rights and freedoms of a person to work, which gives the opportunity to earn a sufficient standard of living for oneself and one's family;
- salary is the price of labor force, which is formed in the labor market and is an external factor relative to the entrepreneur;
- salary is the main motivating factor and catalyst of socio-economic development;
- salary as the cost of the labor force formed at the enterprise is the result of the efficiency of its functioning and the labor contribution of the employee;
- ensuring the necessary level of wages of employees in accordance with the results of work and the cost of labor;
- tariff-contractual wage regulation taking into account progressive social standards, implementation of the state-regulated hourly minimum wage;
- ensuring the employer achieves such a result that would reimburse costs and give profit.

However, the analysis shows that, as a rule, minimum guarantees are established in collective agreements, and the wage itself is formed according to the residual principle, which contradicts the laws of the market economy, in which the payment for the factors of production forms costs.

In our opinion, the negative consequences of the organization of wages and employment of the population are caused by methodological errors in the formation of

the price of labor on the labor market and deficiencies in its regulation at the macro level, the main ones of which are:

- artificial underestimation of the price of labor and the formation of the minimum wage at the level of the poverty line, rather than the subsistence minimum;
- formation of the wage level on the old methodological basis, when relatively low wages were combined with free or preferential provision of material goods and services, primarily social, low tariffs for housing and communal services, transport services, etc.;
- weakening of the role of the state as one of the social partners in wage regulation, in particular its passive position in matters of non-payment of wages by entrepreneurs;
- insufficient justification of tariff regulation of wages, which led to excessive differentiation in its amounts.

Thus, the improvement of social and labor relations and the development of the system of social partnership can be considered as a real condition for solving the problem of wages. To do this, it is necessary to more closely combine remuneration with the results of production activity; practice employee participation in profit sharing; expand the range of methods of reward for final results.

In social and labor relations between employers and employees, partnership relations in the direction of socialization of the labor market will develop due to the strengthening of the importance of labor collective ownership. As a result, the worker and the owner will be combined in the person of the worker, which will contribute to increasing the motivation of work, reducing the alienation of labor from the results of production, bringing together the interests of workers and employers, and their interest in increasing the efficiency of production. In the USA, for example, the "ESOP" program is being implemented, which covers 11 million workers and 10,000 companies and provides for the gradual transformation of employees into business owners. At the same time, the income of employees is formed due to the use of capital.

The subject of social and labor relations is labor protection, and the creation of favorable working conditions and compliance with safety techniques at each workplace is undoubtedly evidence of the socialization of the labor market. However, as the

analysis revealed, there are significant shortcomings in the implementation of legislation on labor protection and contractual regulation of labor protection. This is due to the fact that the current legislation does not clearly define the essence of the terms employer, owner, his functions and duties. The Law of Ukraine "On Collective Agreements and Agreements" does not specify the essence of the contractual regulation of labor protection, it only defines the directions of regulation of relations. Improvement of the legislation in this regard should include the recognition of increased rights and guarantees of workers, strengthening of their social protection.

to make changes to the Law of Ukraine "On Labor Protection" that would establish a mechanism for stimulating labor protection measures (in particular, through preferential taxation and crediting); would regulate the employer's responsibility for non-compliance with labor protection legislation; would determine the functions of labor protection management at different levels; would expand the employee's responsibilities regarding individual labor protection and safety equipment; would demarcate functions and responsibilities between various bodies of supervision and control over labor protection; would strengthen the role of trade unions and public organizations in the management of labor protection.

of participative management in the system of social and labor relations can be considered an important direction of socialization of the labor market . Production management with the participation of employers, employees or their representative bodies contributes to the development of more effective solutions to economic, technical and social problems, strengthens the interest of the parties in achieving the final results, harmonizes relationships in the organization.

Important indicators of participatory management, in our opinion, can be:

- the share of employees involved in production management at different levels;
- variety of organizational forms of participation in management (employee councils; committees of workers and managers; representation of employees in the board of directors; quality circles; working groups, etc.)
- the number of decisions made on the basis of participatory management in relation to the organization's strategic goals;

- the number of decisions made on social and labor issues, in particular on the distribution of newly created value;
- availability of a system of personnel participation in profits and a mechanism for their distribution;
- the level of satisfaction of social and cultural needs of employees;
- favorable social and psychological climate, absence of conflicts between employees and the employer.

Improving social and labor relations based on the implementation and expansion of participative management requires the legislative consolidation of the forms of participation of employees in management, the development of organizational and legal mechanisms for the implementation of industrial democracy as an important condition for the social orientation of employment.

The influence of participative management on the formation of a socially oriented labor market and the socialization of labor relations is manifested through the strengthening of the motivation of employees for highly productive work and, on this basis, the increase in labor income.

The formation of social and labor relations for the purpose of their democratization means that they should take their proper place in the institutional structure of management. For this purpose, it is necessary to clearly define the status of partners and record it in new laws on social partnership, on labor collectives, on employers' unions, on collective agreements and agreements, to develop and include provisions on the role of the state in regulating social and labor relations. At the state level, it is necessary to form a legal framework for labor relations that would correspond to market conditions. The problem of creating an integral multi-level system of conducting the negotiation process, the result of which would be the reconciliation of the socio-economic interests of employees and employers, as well as the expansion of the functions of the system of collective agreements and the reform of labor legislation, is urgent.

The mechanism of regulation of social and labor relations, which would be expedient to implement and implement, is presented in fig. 2.



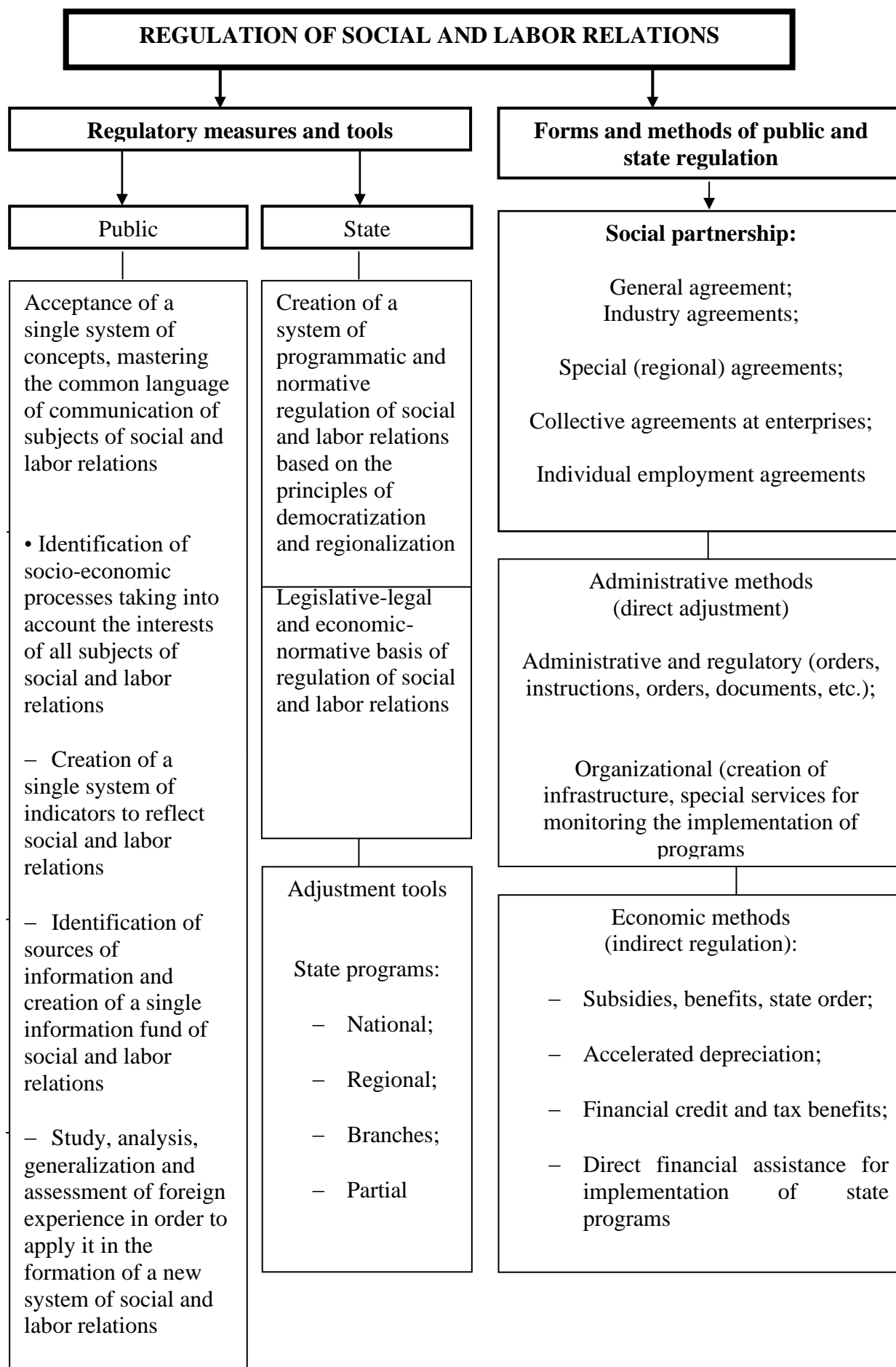


Fig. 2. Mechanisms regulation social and labor relations

We consider social and labor relations as an important element of the state's social policy and characterize the strategic direction of socialization of the labor market, raising the standard of living and improving the working conditions of employees, creating equal opportunities in the labor market on the basis of ensuring high competitiveness of the workforce. In order to implement these strategic goals, it is necessary to make appropriate changes to the Code of Labor Laws. In particular, determine the rights of employees to professional retraining and advanced training, promotion, salary increase, as well as develop the Concept of equal opportunities for young people, identify subjects and institutions that would ensure the implementation and control of the policy of equal opportunities.

In this regard, it is necessary to increase the role of the state in the relationship between labor and capital, to turn it into a guarantor of concluded labor contracts, an equal subject in negotiations between employers and employees. Such functions as coordinating the training and retraining of personnel with the aim of reducing unemployment and improving qualifications, reforming the pension system, and implementing uniform state standards remain with the state.

Special state structures must monitor social and labor relations at all levels, including regarding the development of personnel at enterprises, the state of conditions and labor protection, the organization of its payment in accordance with regulatory and legal acts and collective agreements.

In the formation of new forms of social and political relations associated with the development of the market economy, the problem of implementing an effective social policy becomes quite acute, since there is an aggravation of practically of all social problems of society: decrease in the standard of living of the population, increase in unemployment, difficulties with pension provision, increase in population poverty. In sociological, economic, philosophical and political scientific literature (elements of these sciences are used by social policy), there is no clear generally accepted definition of the concept of social policy as a scientific category.

According to the definition of S.V. Mocherny, "social policy is aimed at increasing the welfare of the population on the basis of the accelerated development of

the social sphere, the active promotion of social factors in the growth and improvement of the efficiency of the economy" [6, p.302].

In a period similar to that experienced by our economy, in economically developed countries, the definition of social policy was also dominated by improving the life of the entire society. Yes, the German scientist O. von Tsvidinek in the work "Social Policy" in 1911. defined social policy as "... the expression of social actions to solve problems inherent in the whole society" [1, p.47].

There are definitions of social policy related to solving the problems of an individual as the basis of social existence, which is ensured by state responsibility. Yes, V.A. Skurativskiy, O.M. Palii and E.M. Libanova understand social policy as a system of managerial, regulatory, organizational, self-regulatory measures, actions, and primarily purposeful activity of subjects, which formed in society at a certain historical stage of its development, is carried out on the basis of certain principles and principles and is aimed at ensuring optimal functioning and development of social existence, in particular social relations, conditions for their self-reproduction and self-sufficiency, comprehensive self-realization of the social potential of the individual, his essential forces, social security of a person, his social protection [10, p.5].

German researcher of social problems of society T.M. Hansli proves that "... social policy is a function of state responsibility for the use of public resources, for the regulation of private activity, for the support of private-individual and collective behavior in order to maximize social benefits and living conditions of the population" [3, p.16].

Studying the peculiarities of the social policy of the Federal Republic of Germany, L.L. Vasyna comes to the conclusion that social policy is "... the totality of all measures of the state, lands, communes, charitable organizations, socio-legal institutions, unions, associations and enterprises in the social sphere, the purpose of which is the achievement of the public good – guaranteeing every member of society a certain living wage, decent working and living conditions "[5, p.125].

B.A. Gaevskiy and O.B. Gaevska define social policy as a set of principles, decisions and actions of state bodies and other organizations aimed at ensuring the

optimal functioning of the development of social communities and individual individuals, their social security in crisis periods of society [2, p.111].

Thus, from the given definitions of the essence of social policy, it becomes clear that in a transition economy it can be carried out in two directions. The first can be called social improvement . It exists as a result of inertia from Soviet times, when social policy was aimed at meeting the needs and improving the life of the population through measures of social regulation and ensuring equality on the basis of low social standards. In the socially oriented market economy, to which Ukraine is transitioning, social policy is aimed at meeting the needs of an individual, a member of society, i.e. it becomes individually oriented.

In modern social and political conditions, several principled approaches to defining the term social policy can be distinguished. The first approach is related to the etymology of the very concept of social, which can be considered as a synonym of the concept of public, that is, social policy can be equated with public policy, and in practice – with the entire set of measures of social regulation. The second approach has the individual personality as the main object of social policy as a constituent part of the whole society, regardless of property ownership, which can change significantly in a market economy (previously, the poor, declassified and unemployed members of society were recognized as the objects of social policy). The third approach is related to the fact that social policy is carried out with the aim of correcting the negative consequences of the market economy, such as: unemployment, demographic crises, migration processes, the gap in the incomes of the richest and poorest sections of the population. The fourth approach stems from the contrast between social policy as a means of regulating the welfare of mainly social groups, on the one hand, and market regulation of the life of an individual, on the other.

In our opinion, social policy is purposeful actions of the state to ensure the opportunities and rights of every member of society for harmonious development. Social policy defines a strategic socio–economic direction that ensures a decent level and living and working conditions of citizens, social security. It is implemented in such areas as employment and income policy; social and labor relations; labor market

regulation; policy in the field of social sphere; demographic policy; social protection of economically inactive and socially vulnerable sections of the population.

The main subject of social policy is the state, its legislative and executive bodies, which operate at the national, regional and local levels in a close relationship with the separation of powers. Effective implementation of social policy contributes to political stability, economic development, prevention and prevention of social and economic tension. Social policy occupies a significant place in the mechanism of satisfying almost all human needs, which are divided into three complementary groups that cannot exist without each other – physiological, labor and spiritual. Due to the limitation of economic resources, all necessary human needs cannot be satisfied simultaneously and to the same extent. The main mechanism of the influence of social policy on the needs of the individual is the formation of monetary incomes of the population through the redistribution of funds with the help of the taxation system.

Methods and forms of social policy depend on specific objects of influence, which can be divided into three groups. The first group includes the least well-off strata of the population – the disabled, pensioners with a minimum social pension, large families, single-parent families, etc. In relation to them, social policy performs a protective function, supporting their incomes through the social security system. The second group of influence is the economically active population. The function of social policy in relation to this group is active and related to the creation of conditions for labor activity, regulation of employment and income, improvement of motivation for productive work. And the third, largest, object of social policy is the entire population of the country. The influence is carried out with the help of a constructive function and is aimed at the development of the human personality, health support, raising the cultural level, providing services of a social nature through the development of social infrastructure. The effectiveness of social policy is determined by indicators that characterize the economic condition and socio-cultural development of each of the selected groups as objects of influence.

Thus, in relation to the first group of objects of influence, such an indicator can be incomes that are formed through the redistribution of primary incomes of the

population through taxation (income tax, mandatory and optional payments to social funds). Social security for these categories of the population is provided by social insurance and social assistance.

The influence of social policy on the monetary income of the economically active population is carried out thanks to the creation of conditions for the development of social and labor relations and participation in the distribution of newly created value based on the principles of social justice. It should be noted that in the market economy, the principles of social justice regarding the distribution of newly created value are implemented at the level of "employer – employee" according to the invested capital and labor, and at the level of employed workers – according to the quantity and quality of work of each of them. Social policy is broadly implemented through economic and social mechanisms and is aimed at large social groups. At the same time, it exerts an individual influence on each member of society, providing him with socio-cultural, educational, and medical services at the level of state standards.

In world practice, liberal and social-democratic (paternalistic) are considered the most common directions of social policy implementation. The first involves providing opportunities to meet individual needs directly to the person, and the state only creates the necessary conditions for this and takes over those functions that the individual cannot perform on his own. The goal of social policy in this case is to ensure equal opportunities to achieve the social status of an individual, which in a certain society is considered the most acceptable for the full satisfaction of material and spiritual needs. In the second, social-democratic direction of social policy, the main goal is to achieve social justice in society, to overcome inequality between its members, which arises during the distribution of economic and social benefits. At the same time, the state guarantees a certain level of income and social services regardless of individual labor contributions and savings. The limits of social spending are determined by the needs of all strata, and spending, which is foreseen by social policy, is considered as an investment in human capital. The latter is recognized as the highest value and a condition for economic growth. This direction is characterized by social homogeneity, increasing economic and social passivity, removing people's worries about solving

their own social problems, and losing incentives for self-realization and struggle for existence.

It is difficult to attribute the social policy currently implemented in Ukraine to any of the above-mentioned directions. The development of the liberal trend is problematic, since the current economic situation in the state does not create adequate conditions for the individual to satisfy his necessary needs. The second direction, almost in its pure form, was dominant in Ukraine in the past, with command-administrative management of socio-economic processes. In general terms, the social policy of Ukraine, which is being implemented today, corresponds to the policy of state social security, which is a softened version of the liberal direction. Its essence lies in the provision by the state of minimum social guarantees (minimum needs and minimum funds for their satisfaction). Their growth is proportional to the improvement of the economic situation in the country and the increase in the standard of living of the population. The mechanism for implementing this type of social policy combines state support and social insurance.

In a democratic society, its members take an active part in the development and implementation of social policy. But in Ukraine, there is no system in the formation of the latter, since foreign models of social policy are taken as a basis, which function under the conditions of a stable economy and the almost complete absence of crisis phenomena in all spheres of social life, without taking into account the real level of development of Ukrainian society, the ideological remnants of another civic consciousness ( socialist) socio-historical formation, insufficient perception by the population of market transformations and mental characteristics of the Ukrainian nation as a whole. Any measures aimed at improving the social development of society will not be effective if they are not consciously perceived by the direct objects of social policy.

The results of the implementation of social policy in Ukraine show that its theoretical provisions, which were based on transferring the problems of life and livelihood of the individual directly to the individual, did not work and led to contradictions between the subjects and objects of social policy – ordinary citizens do

not perceive legislative acts, aimed at the need to solve social problems (health care, housing, education, pension increase) directly by the person himself. This is due to the fact that for more than 70 years, a paternalistic psychology was formed in society. Health care, provision of free education, housing, development of public catering of rather low quality and in a limited amount, but nevertheless were guaranteed by the state to all members of society. Taking a course to develop a market economy, the state rapidly began to free itself from the solution of social problems and transfer responsibility for them to citizens, without the appropriate material base and the formation of an appropriate worldview and psychological basis in them, which caused the spread of pessimistic attitudes in society and despair in better future

In the near future, the state will remain the main subject of social policy in Ukraine. The actions of the state in this direction will be more successful if the society through its institutions – public organizations, political parties will control them and direct them in the right direction.

The social policy of the state, determining the strategic goals of the development of the society, acts simultaneously as a goal and a factor of the country's economic development. As a system of goals and tasks of state authorities for managing social development and a mechanism for its regulation, social policy can be implemented on the basis of its appropriate model, which would take into account the peculiarities of socio-economic development at each stage. Therefore, the methodological aspects of the choice and justification of the social policy model have both scientific and practical significance. In our opinion, the key problem in the development of a model of social policy is the combination of the principles of efficient economy and social justice, which cannot be considered as alternatives. They should be interconnected and aimed at increasing the well-being of the general population.

The starting points for building a social policy model should be: guarantees of rights and their provision, which determines the social security of the population; social security standards and threshold values of social indicators; system of distributive relations; regulatory methods.

In the model of social policy, the relationship between such areas of social



security of the population should be decisive, such as:

- social protection, that is, an appropriate system of measures aimed at ensuring the social security of the disabled population and socially vulnerable strata of the able-bodied population;
- social support, that is, a system of measures for the economically active population, aimed at creating conditions for the implementation of its labor activity;
- social assistance, that is, measures of a short-term nature in relation to people who have fallen into difficult conditions.

The basis of the social policy model is the corresponding social security regulations, or social standards, which determine the level of satisfaction of the aggregate social needs of the population.

Legislatively established social standards guarantee the provision of the necessary level of income, education, medical care, free and partially paid services, and social protection of the most vulnerable sections of the population. The main social standards are the living wage; minimum wage; minimum pensions and amounts of social benefits and payments to certain categories of the population; list and set of free and partially paid public services; norms of providing the population with social services, personnel and relevant institutions, etc.

Social standards can be minimal, average, rational. Minimum social standards are established by law and determine the minimum required level of social guarantees expressed in social norms. However, they cannot be lower than the threshold values of social indicators, beyond which the regressive development of socio-economic processes begins.

The social policy model provides for an appropriate system of distributive relations, in the process of which appropriate budgetary and state social extra-budgetary funds are created, which are formed at the expense of state appropriations and on an insurance basis and provide the vital needs of disabled members of society, the unemployed, as well as the normal reproduction of labor potential. This system is based on the distribution of national income and the redistribution of income through tax policy, subventions, subsidies, etc. In developed countries, from 15% of GDP

(USA) to 33% (Sweden) is spent on social needs. The system of distributive relations determines not only the mechanism of formation of these revenues, but also the mechanism of their use, which is based on the principles of generality (applies to all categories of the population); public access; differentiation by types of services and population categories.

The model of social policy should provide for appropriate methods and mechanisms for its implementation, based on a combination of the principles of state regulation and market self-regulation. State regulation in the field of social policy is carried out on the basis of relevant laws and regulations, economic regulators (guarantees, benefits) and programming methods (targeted social programs and regional social programs are developed). Market mechanisms for the implementation of social policy are based on contractual principles of reconciliation of the interests of the subjects of socio-economic interaction, primarily in the field of social and labor relations.

Social policy as a long-term strategy of the state should be implemented step by step on the basis of priorities and sources of financial support determined by its model.

Thus, at the current stage, a model of social policy was implemented in Ukraine, the basis of which was minimum social standards; the dominant role of the state in regulating incomes, primarily of the less protected population; measures to preserve key sectors of the social sphere; stimulation of various forms of self-employment .

At the transition of the country to the stage of economic revitalization and further sustainable development, the establishment of the principles of forming a socially oriented labor market, the introduction of a new (market) model of social policy is necessary. The fundamental differences of this model should be: transition to active methods of social policy in the sphere of employment and income of the population; introduction at the state level of rational, scientifically based social standards with their gradual approximation to the progressive standards of the EU countries; decentralization of regulatory mechanisms for the implementation of social policy measures and expansion of sources of their financing to ensure social protection of the population; an increase in private expenditures for social purposes, provided that the

volume of public expenditures increases; increasing the responsibility of society members for their own well-being, provided that the role of state intervention is reduced; increasing the role of all forms of social insurance with sufficient levels of social assistance to unprotected and socially vulnerable sections of the population and social support of certain categories of the population in order to increase their competitiveness on the labor market; targeting of social assistance.

A condition for the implementation of such a model of social policy should certainly be considered the clear functioning of the system of economic, social, and political institutions designed to ensure the achievement of results in accordance with the developed social programs.

The main directions aimed at the implementation of a perspective model of social development should be:

- creation of conditions for ensuring full, productive, freely chosen employment in accordance with the qualitative characteristics of a person's labor potential, motives for its implementation and market demand for labor services;
- creation of conditions for expanded labor force reproduction, adequate to scientific, technological and social progress, requirements of the information economy;
- creating conditions for raising the standard of living of all sections of the population on the basis of reforming wages, the tax system, the pension system, and insurance systems;
- creation of conditions for increasing labor activity of the population and revival of motivation to work, promotion of positive shifts in the structure of motives due to expansion of their spectrum and actualization of potential motives, primarily among market-oriented categories of the population;
- promoting the processes of professional and social mobility of the population as a condition for progressive sociodynamics of society on the basis of overcoming poverty and forming a powerful middle class.

Thus, a person's acquisition of the status of a complete object of social policy requires the state, first of all, to create economic conditions that would ensure its dignified existence, rights and freedoms, and harmonious social development. When

implementing mechanisms of social policy, it is necessary to use a differentiated approach, take into account the economic, social, demographic and psychological–mental characteristics of the population and the economic situation in different regions of the country. Social assistance to those who need it must be provided not in the same monetary measure, as is currently practiced in Ukraine, but based on the real living wage in some of its regions. However, to date, there is no financial support for the proposed conditions and mechanisms for the implementation of legislation in the labor and financial spheres, the main issues of the safe life of the population have not been resolved, the achievement and overcoming of the critical safety limit of most indicators of social development, and the levers have not been created to eliminate the threat to national security in social sphere. Therefore, it is necessary to more carefully and realistically determine the directions of social policy, to carry out analysis, evaluation and generalization of the social state in the country and the trends of its development on the basis of full–scale monitoring of social policy.

Implementation of monitoring should be phased: preparation and definition of the object of evaluation and methods of its implementation; direct research (collection and analysis of raw data); preparation of the report of the conducted research and correction of its results. For this purpose, it is expedient to create a National Social Policy Monitoring Center and its regional branches, which would take into account the requirements of the customer, who can be represented by the Ministry of Labor and Social Policy, the Pension Fund, other bodies of legislative and executive power. Monitoring should be focused on the activities of organizations that are responsible for the implementation of the social policy system, and on the coordination of the work of various subordinate bodies that implement it. With the help of monitoring, it is possible to obtain comprehensive and reasoned conclusions about the compliance of social policy measures with the priorities of activities for their implementation declared by legislative and regulatory acts, to determine those provisions of documents or facts of activity that do not contribute to effective social work or even harm it, to carry out a preliminary examination draft legislative acts on social policy. In general, the scope of social policy monitoring is aimed at eliminating discrepancies between its regulatory

and organizational and managerial support and the real socio–economic situation in society.

Social policy monitoring is designed to perform the following tasks: to determine the compliance of the state's social policy strategy with the existing legal framework and the activities of state authorities and local self–government bodies for its implementation; assess the scale of negative consequences of the activities of individual subjects and the implementation of the provisions of the documents in a certain period of time and make proposals for their prevention; carry out an examination of drafts of the normative legal framework of social policy in terms of its compliance with the social needs of citizens both in the country as a whole and in its individual regions; evaluate the effectiveness of individual social programs and government social policy strategies; develop proposals for solving social problems and improving the components of social policy and adjust them at certain intervals; to establish the conformity of the strategy and legal framework of Ukraine's social policy with similar provisions of the European Union, of which it aspires to become a member in the future.

Monitoring the social situation of the population in order to identify and study the most pressing social problems, both national and specific, in various regions, is useful for the scientific justification of the social policy strategy. It is necessary to determine the most socially vulnerable strata of the population, to obtain objective information about the effectiveness of social policy measures in the field of health care, housing conditions, educational level, income, spiritual needs and requests, as well as to identify attitudes and expectations regarding the national and own economic and social situation. Forecasting the effectiveness of all social programs also involves monitoring those segments of the population for which these programs are intended. Monitoring the quality of social policy should include surveying the level of satisfaction with the system of social measures, primarily at the local territorial level. It also includes public opinion polls regarding the level of implementation and the population's attitude to social policy.

One of the most important parts of social policy monitoring at the current stage

of the development of productive forces and industrial relations in Ukraine should be monitoring the processes taking place in the labor market, with the aim of providing them with flexibility and dynamism and creating an objective information database for development, implementation and forecasting effective measures to counteract the development of negative trends and to achieve the elasticity of the labor market as a whole. This monitoring should be aimed at smoothing the problems existing in the labor market and at implementing the necessary measures to mitigate them. The specifics of the functioning of the labor market require independent monitoring primarily at the regional level, which will provide a more complete understanding of the situation on the national scale. Only after that, it makes sense to carry out its analysis in order to use the results to improve the effectiveness of social policy planning and the implementation of its specific measures at the regional level.

The monitoring of employment policy and the labor market should also establish its compliance with the rational structure of social needs and outline ways to reduce actual and hidden unemployment, solve the problem of employment of unemployed citizens through the creation of new and modernizing existing workplaces, develop proposals for increasing the mobility of workers and their competitiveness in the labor market. The goal of monitoring in the field of paid services should be the creation of information databases about recipients of housing subsidies for use in determining targeted social assistance. It is clear that the effectiveness of social policy directly depends on the amount of financing of its main directions.

The most significant sources of funds for social needs are collection of taxes on the profits of enterprises, value added tax, income tax on citizens, income to pension and insurance funds, etc.

Differentiated personal income taxation enables the executive power to more fairly distribute aggregate income and provide social protection for the poorest sections of the population. However, the current scale of taxation of citizens' incomes requires economic justification so that extremely high tax rates on high incomes do not stimulate the growth of undeclared shadow incomes, which means a decrease in budget revenues

Significant funds for financing social needs can be generated by extrabudgetary

mechanisms. Thus, an important source of financing social benefits can be the reduction of taxes or tax expenditures, which is carried out to encourage certain types of social behavior.

In the world, a fairly common form of support for the poorest sections of the population is private charity, as well as the provision of social assistance at the expense of seized or socialized funds of enterprises. This becomes possible thanks to the legislation that imposes obligations on a certain group of the population, mainly on employers, businessmen, who must provide material assistance to their employees through deductions from the profits of enterprises for private insurance or social savings, as well as mandatory deductions to social funds, if the quota for hiring people, equipping housing or vehicles for the disabled is not selected.

In our opinion, the main principles of social policy formation in the coming years should be the following:

- comprehensive monitoring of the effectiveness of currently existing measures to provide social support to various groups of the socially vulnerable population;
- reforming the wage system and anticipatory growth of real wages compared to real GDP to restore motivation for productive work and increase the purchasing power of the population, gradual approximation of the minimum wage to the living wage;
- promoting the creation of new jobs, primarily in the service sector, small and medium-sized businesses, by simplifying registration mechanisms and reducing taxation;
- introduction of a new pension system based on the parallel functioning of state and private pension funds with a gradual transition from joint to individual pension accumulation and an increase in the retirement age only after an increase in the average life expectancy and standard of living of the population;
- introduction of new forms of state and private social insurance in case of unemployment, disability, for the provision of medical services;
- creation of conditions for profitable mortgage lending for obtaining housing, educational and other social services;

- stimulating with the help of tax levers the possibility of providing funds for social needs by enterprises and entrepreneurs;
- gradual elimination of social benefits (subsidies for payment of housing and communal services, transport services, etc.) and increasing the level of social assistance to the most socially vulnerable sections of the population.

The proposed methodological and methodical foundations of the formation of the model of social policy in Ukraine and the substantiation of directions for its implementation at the current stage will contribute to the solution of the main social problem – raising the standard of living of the population.

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