

THE IMPACT OF SOCIALLY ORIENTED MANAGEMENT ON THE DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP

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У статті висвітлено необхідність формування соціально-орієнтованого менеджменту в умовах трансформації економіки України. Охарактеризовано основні чинники, що спонукають до переорієнтування системи менеджменту на соціальні аспекти. Розглянуто принципи соціальної відповідальності як важливого складника соціально-орієнтованого менеджменту і роль організаційної культури в становленні соціального менеджменту.

Ключові слова: *соціально-орієнтований менеджмент, соціальна відповідальність, соціальні технології, соціальне партнерство, організаційна культура.*

Problem statement. In the context of economic transformation, not only adaptation processes and adaptation to changing market conditions are important, but also the technology for updating the entire socio-economic system and its constituent elements. Reforming and modernizing the management system and bringing it in line with the current requirements of the time is extremely urgent, as a market economy needs new management technologies that will facilitate the efficient operation of all business entities. The crisis can be overcome through a radical change in the management system, its transition to a new quality and social standards. Within the framework of this issue, scientific research is being conducted on important aspects of social management, in particular: the content of innovative crisis management, motivational capabilities of social management, organizational culture, social responsibility, etc. The results of these searches are not yet fully conceptualized and do not have a coherent system. Many issues in the field of socially-oriented management are debatable and require in-depth theoretical study.

Thus, the absence of a holistic concept of social management, its relevance and innovative content, as well as its great practical value (need) in the context of the crisis socio-economic development of society dictate the need for scientific research on the problems of socially oriented management.

Analysis of the latest research and publications. Analysis of recent research and publications. Scientists such as D. Bukreeva [1], P. Drucker [2], O. Kuzmin [3], N. Pylypenko, O. Karpets [4], F. Kotler [5], E. Nemkovich and O. Ovsyanyuk-

Bernadina actively represent the research aspect of the problems of modern social management in Ukraine. They, along with V. Smal, V. Kokot [6], A. Moki and S. Ogynok [7], significantly contribute to the development of scientific discourse on social economy and social management in both Ukrainian and international studies. These researchers have made a significant contribution to the development of management and social management. Their work improves understanding of the social and organizational aspects of management, as well as the role of management in modern society. However, the impact of social management on development remains to be seen.

The purpose of this article is to analyze the role of social management as a key factor in the development of social entrepreneurship. The study is aimed at identifying methods and tools of social management that contribute to the creation and successful operation of social enterprises.

Research results. The interest in theoretical research and practical implementation of social entrepreneurship in Ukraine has been growing in recent years. Given the need for post-war economic reconstruction in Ukraine, as well as the need to employ the most vulnerable groups of the population, which can rightly be attributed to internally displaced persons, the development of social entrepreneurship is becoming even more relevant. Effective management of any enterprise is a complex job that requires a system of knowledge and continuous improvement of management skills. Managing a social enterprise is even more challenging, as social enterprise managers need to be more professional due to the double workload to achieve competitiveness and successful performance. For a social enterprise to be successful, it must not only be able to organize business as a component of its activities, but also be able to navigate the social component. Social management can be defined as a system of managing social processes and phenomena aimed at achieving social goals through the efficient use of available resources. Unlike traditional management, social management is characterized by a dual purpose – achieving both economic efficiency and social effect.

The key features of social management are:

1. Value orientation – based on social values and ethical principles that prioritize social goals over economic ones.
2. Multi-stakeholder approach – taking into account the interests of various stakeholders: beneficiaries, employees, investors, partners, community, etc.
3. Social impact measurement is the development and application of methods for assessing social performance.
4. Adaptability and innovation – readiness to find non-standard solutions to social problems.
5. Participation – involvement of all stakeholders in the decision-making process.

The theoretical basis for social management is the concepts of social responsibility of business, sustainable development, social capital and social innovation. They form the methodological basis for developing approaches to managing social enterprises. Social entrepreneurship is an entrepreneurial activity aimed at innovative solutions to social problems using business approaches. A key feature of social entrepreneurship is the combination of commercial activities with the

fulfillment of a social mission.

The main characteristics of social entrepreneurship include:

1. Social mission – the primary goal is to create social value, not just profit.
2. Innovation – searching for and implementing new solutions to social problems.
3. Entrepreneurial approach – using business models and market mechanisms to achieve social goals.
4. Financial sustainability – focusing on creating a sustainable business model that allows us not to depend solely on grants and donations.
5. Scalability – the potential to expand social impact.

Current trends in the development of social entrepreneurship include:

1. Globalization of social problems and solutions – dissemination of successful social enterprise models at the international level.
2. Hybridization of organizational forms – the emergence of new organizational and legal forms of social enterprises that combine the characteristics of commercial and non-profit organizations.
3. Development of a support ecosystem – creation of incubators, accelerators, social investment funds, and other institutions that promote the development of social entrepreneurship.
4. Digitalization and technologization is the active use of digital technologies to increase the efficiency of social enterprises and expand their impact.
5. Strengthening the role of social innovations – developing and implementing new solutions to social problems that are more efficient and sustainable.

Social management and social entrepreneurship are closely interrelated and complementary. Social management provides the theoretical and methodological basis for the effective functioning of social enterprises, while social entrepreneurship serves as a practical implementation of the principles of social management.

Key aspects of the relationship include:

1. Strategic planning – social management provides a methodology for developing a social enterprise strategy that balances social and economic goals.
2. Organizational structure – the principles of social management determine the optimal organizational structure for achieving social goals.
3. Human resource management – social management offers approaches to motivating and developing staff in the context of social entrepreneurship.
4. Financial management – social management methods allow for efficient allocation of resources to maximize social impact.
5. Performance evaluation – social management develops tools for measuring and evaluating the social performance of an enterprise [8].

Social management is a key factor in the development of social entrepreneurship, as it helps to solve social problems, ensures the sustainability of the enterprise and strengthens its position in the market. Social companies are rapidly becoming part of the alternative economy. All over the world, social entrepreneurs contribute to social change. They solve important social problems in new market-oriented ways. Social entrepreneurs offer a wide range of solutions for sustainable development through their nonprofit, for-profit, and hybrid enterprises.

Social enterprises can lead disruptive models to address growing social problems when a country's traditional economic systems or market-based solutions fail to provide for the well-being of society. However, social enterprises face many challenges. Financing is the most acute problem for social enterprises. It is a common fact that most social enterprises are unable to secure the necessary start-up capital. Social enterprises often emerge in response to social needs, and the main problem for many of them is the lack of opportunities for development due to insufficient support from the state. Financing is the most acute problem for social enterprises. It is a common fact that most social enterprises are unable to provide the necessary start-up capital. Social enterprises often emerge in response to social needs, and the main problem for many of them is the lack of opportunities to develop due to insufficient state support.

Table 1. Key aspects of social management in the context of social entrepreneurship

Aspects of social management	Main features
Focus on social goals	Determination of the strategic direction of the social enterprise, taking into account the solution of specific social problems.
Resource management	Rational use of resources, including financial, human and material, to achieve social goals and ensure financial sustainability.
Stakeholder engagement	Create partnerships with stakeholders, such as consumers, investors, government, and NGOs, to gain support and resources.
Measuring social impact	Developing systems of metrics and indicators to assess the social impact of the company's activities and improve results.
Innovations	Using innovative approaches and solutions to solve social problems and create new opportunities.
Compliance with regulations and standards	Compliance with the relevant laws, standards and rules governing the activities of the social enterprise and ensuring compliance with social standards.

Social management is an important element of any modern enterprise's strategy. It not only enhances the company's reputation, but also contributes to its financial stability, talent attraction, risk mitigation, and positive impact on society. In a world where consumers and investors increasingly value social responsibility, businesses. It encompasses the ethical, social and environmental aspects of a company's operations, and its importance can be viewed from several key perspectives [9]:

1. Improving reputation: socially responsible practices help to build a positive image of the company, which increases consumer confidence. Consumers are increasingly choosing brands that demonstrate their social responsibility. Companies that actively implement CSR can stand out from the competition by attracting new customers and retaining existing ones.

2. Attracting and retaining talent: socially responsible companies often create better working conditions, which helps to attract and retain qualified employees.

Employees who work for companies with strong social responsibility are usually more motivated and satisfied with their work, which increases productivity.

3. Risk mitigation: Socially responsible management helps to identify and manage potential risks related to ethical and social issues, which can prevent scandals and negative consequences for the company's reputation. Compliance with the law: Integrating CSR into business processes helps businesses comply with legal requirements, reducing the risk of fines and penalties.

4. Increased financial stability: Investments in environmental technologies and efficient use of resources can reduce the company's costs in the long run. Socially responsible management can open up new business opportunities, in particular through participation in sustainable development programs and obtaining financing from socially oriented investors.

5. Sustainable development: Socially responsible management contributes to positive changes in society by supporting initiatives that improve the quality of life, protect the environment and promote social justice. Environmental responsibility: Businesses that implement environmental practices help to conserve natural resources and reduce their negative impact on the environment.

6. Improved relations with stakeholders: socially responsible management promotes open dialogue with communities, customers, suppliers and other stakeholders, which leads to improved relations and cooperation. Investors are increasingly paying attention to the social and environmental aspects of companies' activities, so businesses with a strong CSR strategy can attract more capital [2].

There are two ways for social businesses to grow in the market. When a company grows in the market, they can maintain their core products or services and attract new customers. Entering new markets requires a proven product that can be attractive. Product growth means increasing the number of products or services and maintaining a niche in the market. This approach allows us to better understand your customers and create new products, which allows social enterprises to grow. The interaction of these two basic growth areas creates four development strategies. These strategies are formed when enterprises interact with new and existing markets and new and existing products.

Social management is a key factor in the development of social entrepreneurship, as it helps to solve social problems, ensures the sustainability of enterprises and strengthens their market position. Social companies are rapidly becoming part of alternative economy. Around the world, social entrepreneurs are driving social change. They solve important social problems in a variety of market-oriented ways. Social entrepreneurs offer a wide range of solutions for sustainable development through their nonprofit, for-profit, and hybrid enterprises. Social enterprises form flexible models for addressing growing social problems when traditional economic systems provide better or rare solutions to the well-being of society.

Financing is the most acute problem for social enterprises. It is a common fact that most social enterprises are unable to secure the necessary start-up capital. Social enterprises often emerge in response to social needs, and the main problem for many of them is the lack of opportunities to develop due to insufficient support from the state. Another challenge for social enterprises in Ukraine is the lack of specialized legislation and government support. Unlike many European countries that have tax incentives

and special support programs for social enterprises, Ukraine is just beginning to develop such mechanisms.

Social entrepreneurs aim to create social value by solving various social problems in society. However, in many cases, there is a conflict between the social mission and the desire to generate profit through a traditional business model. Traditionally, social enterprises are associated with charity or non-profit activities, and this can be a serious problem for this sector. Some people distrust organizations that seek to combine a social mission with profit. This can create obstacles to attracting customers and investors.

To overcome these challenges, socially-oriented management should focus on the following strategies:

1. Developing innovative business models that ensure the financial sustainability of social enterprises.
2. Developing effective social impact measurement systems to demonstrate the value of social enterprises.
3. Developing partnerships with the government, business and public organizations.
4. Introduce the principles of transparency and accountability in the management of social enterprises.
5. Investing in the development of human capital and building competencies in the field of social entrepreneurship.

Socially-oriented management is a key factor in the development of social entrepreneurship, as it ensures effective resource management, development of strategies aimed at achieving social goals, and creation of sustainable business models. The results of the study show that successful social enterprises are characterized by effective social management that combines the principles of traditional management with a focus on social responsibility and impact.

In the Ukrainian context, the development of socially-oriented management faces a number of challenges, including limited access to funding, insufficient government support, and the absence of specialized legislation. However, there are significant opportunities for the development of social entrepreneurship through the introduction of innovative management approaches, the development of partnerships and the use of new technologies. Further research in this area could focus on developing specific models of socially oriented management adapted to Ukrainian realities, as well as on studying the impact of digital technologies on the development of social entrepreneurship. Another important area for future research is the analysis of mechanisms for measuring social impact and the development of systems for evaluating the effectiveness of social enterprises.

Conclusions. Socially-oriented management is a key factor in the development of social entrepreneurship, which allows combining business approaches with the achievement of social goals. Successful social enterprises are characterized by effective management that takes into account the unique challenges and opportunities of the social sector. The development of socially-oriented management in Ukraine requires a systematic approach that includes the formation of a favorable legal and financial environment, human capital development, implementation of innovative

management approaches, and utilization of the potential of digital technologies.

Social entrepreneurship has a significant potential to address social problems in Ukraine, and effective socially-oriented management is key to realizing this potential. Further research and practical initiatives in this area can make a significant contribution to the development of the social sector and improve the quality of life of society.

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Annotation

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The impact of socially oriented management on the development of social entrepreneurship

The article discusses the concept of socially oriented management and its impact on the development of social entrepreneurship. The author analyzes the theoretical foundations of socially oriented management, its differences from traditional management approaches and the specifics of its application in the context of social entrepreneurship. Particular attention is paid to the study of the mechanisms through which socially oriented management contributes to the formation and development of social enterprises. The relationship between the principles of social responsibility in management and the effectiveness of achieving the dual mission of social enterprises: creating social value and ensuring economic sustainability is revealed.

The paper presents the results of an empirical study of successful practices of socially oriented management in social enterprises in various industries. Based on the analysis of the cases, the author identifies the key management tools and models that ensure a balance between social and commercial goals. The author proposes a comprehensive model of socially oriented management adapted to the needs of social entrepreneurship. The article also highlights current trends in the development of social entrepreneurship under the influence of the transformation of management approaches, in particular in the context of digitalization and the growing importance of sustainable development. Promising directions for improving the tools of socially oriented management to enhance the social impact of entrepreneurial initiatives are substantiated. The results of the study have both theoretical value for the development of social entrepreneurship concepts and practical significance for managers of social enterprises, government agencies, NGOs, and other stakeholders interested in developing a socially oriented economy.

Key words: socially oriented management, social responsibility, social technologies, social partnership, organizational culture.