MODERN MODELS OF SOCIAL MANAGEMENT TRANSFORMATION

СУЧАСНІ МОДЕЛІ ТРАНСФОРМАЦІЇ СОЦІАЛЬНОГО МЕНЕДЖМЕНТУ

Kulinich Tetiana
PhD in Economics,
Associated Professor of the Department of Management of Organizations,
Lviv Polytechnic National University
ORCID: https://orcid.org/0000-0003-0110-708

Baklanova Olena
PhD in Economics,
Associated Professor at the Department of Management
of Foreign Economic Activity of Enterprises,
National Aviation University
ORCID: https://orcid.org/0000-0003-1709-312X

Belous Kateryna
PhD in Economics,
Associated Professor at the Department of Management and Marketing,
Odessa National Maritime University
ORSID: https://orcid.org/0000-0001-7080-7932

Кулініч Тетяна Володимирівна
Національний університет «Львівська політехніка»

Бакланова Олена Григорівна
Національний авіаційний університет

Белоус Катерина Вікторівна
Одеський національний морський університет

The relevance of this article is driven by the need to study and develop models that enable economic entities to respond more effectively to the demands of modern society, promote human potential development, ensure social stability, and improve the quality of life for the population. The aim of this article is to comprehensively examine and analyze modern models of social management to understand which approaches are most effective in conditions of dynamic change. The research results demonstrate that modern models for transforming social management in enterprises are based on transformations involving various focal components, which ensure a comprehensive and effective strategy for achieving not only economic but also social objectives. Future research prospects involve a deeper analysis of the interaction between components of modern social management models and their impact on the sustainable development of enterprises in the context of global social and economic changes.

Keywords: social goals; focal components; social well-being; social responsibility; ethical leadership; attention to community needs; human capital development.

Актуальність статті зумовлена потребою у вивченні та розробці таких моделей, які дозволять суб'єктам господарювання ефективніше реагувати на запити сучасного суспільства, сприяти розвитку людського потенціалу, забезпечувати соціальну стабільність та підвищувати якість життя населення. Метою статті є комплексний розгляд та аналіз сучасних моделей соціального менеджменту, що допоможуть зрозуміти, які підходи є найбільш ефективними в умовах динамічних змін. За результатами дослідження констатовано, що соціальну спрямованість забезпечують різні типи сучасних моделей трансформації менеджменту підприємств, які відрізняються за застосовуваною фокус-компонентою. Доведено, що завдяки

МЕНЕДЖМЕНТ

фокус-компоненті сталого розвитку досягається баланс економічних, соціальних та екологічних аспектів діяльності суб'єктів господарювання, що сприяє не лише їхньому довгостроковому успіху, а й позитивному впливу на суспільство загалом. Завдяки компоненті інклюзії формується більш інклюзивне робоче середовище, де кожен працівник може реалізувати свій потенціал. Завдяки компоненті мереж, зокрема партнерству та колективним зусиллям, досягається ефективне вирішення соціальних проблем. Завдяки компоненті цифровізації, що передбачає використання сучасних інформаційних технологій, формується розуміння потреб клієнтів, тенденцій ринку та внутрішніх процесів, а також здатність суб'єктів господарювання ухвалювати точніші та максимально соціально орієнтовані управлінські рішення. Завдяки компоненті інноватизації формуються нові форми соціальних проєктів для залучення громадян, освітні програми з навчання, а також ініціативи, спрямовані на вирішення локальних і глобальних соціальних викликів. Завдяки компоненті етичності формується довіра та соціальна відповідальність бізнесу. Таким чином, сучасні моделі трансформації соціального менеджменту підприємств ґрунтуються на змінах, які за допомогою різних фокус-компонент забезпечують цілісну й ефективну стратегію досягнення не лише економічних, а й соціальних цілей.

Ключові слова: соціальні цілі; фокус-компоненти; соціальний добробут; соціальна відповідальність; етичне лідерство; увага до потреб громади; розвиток людського капіталу.

Problem statement. Modern society faces unprecedented challenges related to globalization, rapid technological advancement, social inequality, environmental issues, and shifts in sociocultural values. These trends require a rethinking of approaches to social management to ensure effective governance of social processes and to promote sustainable development. Traditional management models often fail to meet modern needs, as they lack the flexibility and responsiveness required to address new social, economic, and environmental challenges effectively. In light of changes, there is a need to transform social management by developing new models focused on integrating digital technologies, innovative approaches, inclusivity, and ethical responsibility. Therefore, the relevance of this article is driven by the need to study and develop models that will enable economic entities to respond more effectively to the demands of modern society, foster human potential development, ensure social stability, and enhance the quality of life for the population.

The analysis of recent researches and publications. Several domestic scholars examine significant aspects of modern socially oriented management transformations. In particular, O. Baranov evaluates the social transformation of management, which it undergoes through models of its digital transformation [1]. Vasylchenko M. [3] and Khmelnykov A. O. [7] assess the social transformation of management within the framework of networked communication and cooperation structures. Bannikov V., Lobunets T., Buriak I., Maslyhan O., and Shevchuk L. [2] identify the specifics of social transformations in management based on inclusion, innovation, and sustainable development.

At the same time, there is currently no comprehensive review and analysis of modern management models that would consider the potential integration of various approaches to ensure the socially-oriented development of economic entities.

Purpose of the article. The aim of the article is a comprehensive review and analysis of modern social management models to understand which approaches are most effective in conditions of dynamic change. This knowledge will contribute to improving management practices, enhancing social responsibility and organizational resilience, and fostering effective interaction between the government, business, and society.

The paper main body with full reasoning of academic results. Management is undergoing a transformation through its socialization, which has already led to the formation of the phenomenon of "social management." In this context, the socialization of management means a shift in management processes from purely economic or administrative goals to socio-economic objectives. In this context, a series of management transformations are emerging, not spontaneously, but through specific transformational models that place human resources, social connections, and public interests at the center of management processes.

Modern models of social management transformation represent a system of study that provides an understanding of the specifics of adapting management to the needs of the organization and the community or the development of a socially oriented management approach as a response to new challenges [4–5]. Considering that models in economics are used to explain various complex systems by creating their approximate representations, it is necessary to identify and analyze the aspects that determine how management processes can adapt to rapid social and economic changes. In

МЕНЕДЖМЕНТ

particular, within these models, the core aspects of the social nature of management lie in its [1–2]: focus on social well-being; social responsibility; ethical leadership; attention to community needs; human capital development (see Table 1).

The previously discussed social orientation is supported by various modern models of social management transformation in economic entities, specifically those illustrated in Figure 1. These models include [2; 4–5]: the component of sustainable development; the component of inclusion; the component of networking; the component of digitalization; the component of innovation; the component of ethics.

The transformation model through the sustainable development component is based on management processes that integrate economic, social, and environmental aspects of development. Indeed, among the active users of the sustainable development model is the transnational company Unilever – one of the largest consumer goods companies, known for its approach to social management through the Unilever Sustainable Living Plan.

The company aims to reduce emissions, conserve resources, and simultaneously improve the living conditions of millions of people through its business activities. Thus, the outlined model as the foundation for management transformation actively supports the Sustainable Development Goals (SDGs), encompassing areas such as poverty, education, environment, human rights, and more. According to the analysis of scientific literature [1–2; 6], the features of the outlined model are as follows:

– Focus on resource balance and environmental responsibility through the rational use of natural resources and reduction of negative environmental impacts. This includes ecosystem restoration, reduction of harmful emissions, waste minimization, and transition to renewable energy sources.

– Stimulating partnership relationships between the state, business, and civil society is crucial. Joint initiatives and partnerships contribute to more effective solutions for social and environmental problems. The state creates conditions for development, businesses invest

Table 1

Core aspects of the social nature of enterprise management

Key aspects of social management	Direction of the social aspect's action	Characteristics of the core aspects of the social aspect manifestation	Overall result
Focus on social well-being	Focuses on achieving goals that not only contribute to the success of the organization but also improve societal well-being.	Includes job creation, local community development, and reducing social inequality.	The gradual reorientation of management processes from pure profit maximization to profit generation with a focus on addressing issues related to societal well-being, improving quality of life, ensuring equality, and protecting human rights
Social responsibility	Built on the principles of corporate social responsibility (CSR), where organizations consider societal interests in all their actions.	Involves environmental responsibility, ethical treatment of employees, and transparency in financial and operational processes.	
Ethical leadership	Based on the principles of ethical leadership, which ensures honesty, transparency, and accountability in decision-making processes.	Contributes to building trust with the organization from both society and employees.	
Community engagement	Involves active public participation in decision-making and the development of projects that impact the community.	Ensures a better understanding of people's needs, increases community support, and promotes long-term positive change.	
Human potential development	Includes support for the development of human potential through equal educational programs and initiatives.	Provides employee training, creates conditions for professional growth, inclusivity, and supports diversity in the workplace.	

Source: formulated by the author based on [1-2; 4-5]

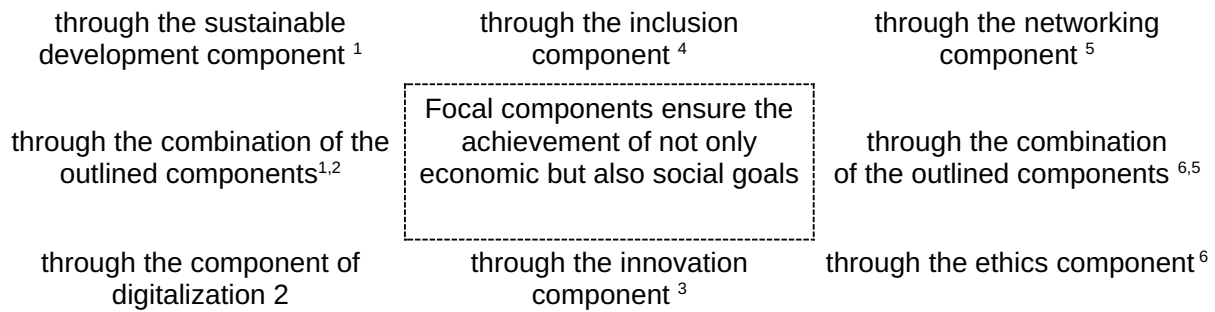| through the sustainable development component [1]	through the inclusion component [4]	through the networking component [5]
through the combination of the outlined components[1,2]	Focal components ensure the achievement of not only economic but also social goals	through the combination of the outlined components [6,5]
through the component of digitalization 2	through the innovation component [3]	through the ethics component [6]

Figure 1. Modern models of social management transformation

Note

1. *The sustainable development component in the context of social management in enterprises involves the integration of three core aspects of development: economic, social, and environmental.*

2. *The digitalization component in social management involves modern information technology implementation to optimize management processes, improve communication, and analyze data.*

3. *The innovation component in social management involves the introduction of new ideas, technologies, and approaches to address social issues, improve business processes, and create new opportunities for societal development.*

4. *The inclusion component in social management involves creating equal opportunities for all social groups, regardless of their background, gender, age, physical abilities, or other characteristics.*

5. *The networking component in social management involves creating and utilizing partnerships between businesses, organizations, government, and non-government structures, as well as community initiatives, to effectively address social problems.*

6. The ethics component in social management involves the implementation of principles of honesty, fairness, and transparency in all aspects of the enterprise's activities.

Source: formulated by the author based on [1–3; 7]

in innovative solutions, and civil society shapes needs and monitors implementation. This approach ensures a comprehensive impact and sustainability of initiatives.

– Engaging citizens in governance and decision-making is achieved through supporting feedback, transparency in decision-making processes, and considering the interests of different population groups. This not only strengthens trust in management structures but also fosters a responsible and informed society.

Thanks to this model of management transformation, economic entities ensure the achievement of long-term positive changes in society through the continuous search for a balance between the economic, social, and environmental aspects of business.

The transformation model's inclusion component aims to meet the needs of all social groups. Among the active users of the inclusive model developed by the consulting company Accenture. It actively implements diversity and inclusion practices, thereby supporting employees from various cultures, ethnic groups, genders, and individuals with disabilities.

The company aims to achieve gender equality in the workforce and create opportunities for various minorities through inclusive career development programs. Starbucks also implements social management practices through these models, which promote the employment of veterans, youth with disabilities, refugees, and other vulnerable groups. Moreover, Starbucks, through its inclusive approach, actively supports diversity within its teams, promoting inclusion and tolerance for different cultures. According to this model, management must ensure equal access to opportunities and resources for all members of society, including minorities, the underprivileged, and people with disabilities. According to the analysis of scientific literature [2; 5–6], the features of the outlined model are as follows:

– High social responsibility. The inclusive approach requires organizations to take responsibility for societal well-being by developing and implementing initiatives aimed at supporting the most vulnerable groups.

– Creating conditions for equal opportunities. This means that all employees and

participants in processes should have equal access to education, professional development, healthcare, and other essential resources.

– Focus on social integration and reducing inequality. Inclusive management promotes social integration by encouraging interaction between different groups and reducing disparities in access to resources and opportunities.

Thanks to this model of social management transformation, business entities create more inclusive work environments where every employee can realize their potential.

The transformation model through the network component views society as a network, where communication and cooperation between different entities play a crucial role. For example, the platform Airbnb operates based on network interaction between millions of hosts and guests worldwide. By using a digital platform, the company coordinates and manages this complex network, fostering innovation in customer service and providing an adaptive approach to the changing needs of the market. It is important to note that network management is based on socially-oriented interaction between business entities, different groups, and organizations. According to the analysis of scientific literature, the features of the outlined model are as follows [2; 7]:

– Creating networks between organizations: government, non-governmental, and commercial organizations come together to achieve common goals. For example, in crisis, this model allows for more efficient resource distribution and communication with the public.

– Flexibility in decision-making. Network management enables quicker decision-making, allowing adaptation to changing conditions and a more dynamic response to challenges compared to hierarchical management models.

– Use of modern technologies. Digital platforms, social networks, and communication tools ensure effective coordination and information dissemination. This also fosters innovation by providing open access to knowledge and the ability to involve experts from various fields.

Thanks to this model of management transformation, business entities establish interactions with various groups of clients and organizations that allow them to respond more quickly to social needs, effectively disseminate information, and promote social innovations.

The transformation model through the digitalization component is based on the socialization of management through digital technologies and innovative solutions to optimize, automate, and enhance the efficiency of management processes. For example, Amazon uses digital management to optimize its global supply chain and automate warehouse operations with robots. Artificial intelligence and machine learning allow Amazon to ease warehouse workers' tasks, better understand customer needs, and personalize their experience. Other businesses that socialize management through digital management models include Apple, Siemens, and Netflix. The existing experience shows that under such conditions, digital management is aimed at transforming traditional management methods, making them faster, more transparent, and focused on the needs of employees and customers. According to the analysis of the scientific literature [1–2], the features of the outlined model are as follows:

– Use of data for informed decision-making. Thanks to digital technologies and analytical tools (big data, AI, machine learning), organizations can collect and process large volumes of data.

– Enhancing transparency and minimizing corruption risks through digital solutions. Digital technologies, such as blockchain and electronic document management systems, ensure transparency and accountability in management processes. It reduces corruption risks, enhances trust in the organization, and ensures better control over the implementation of management decisions.

– Automation of routine processes, which reduces costs and increases efficiency. Automation through digital technologies allows for significantly reducing the costs associated with standard operations, shortening the time required to handle routine tasks, and minimizing the likelihood of human errors. This frees up resources that can be redirected toward strategic and creative tasks, contributing to the overall development of the organization.

By transforming social management, organizations gain a clear understanding of customer needs, market trends, and internal processes, enabling them to make management decisions that are more accurate and socially oriented.

The transformation model through the innovation component implies that management processes focus on the search, development, and implementation of new approaches and technologies to address pressing social issues. Pharmaceutical and biotechnology companies like Pfizer, Moderna, and Johnson & Johnson are

actively involved in social projects that support initiatives to improve people's lives. Thus, innovation management enables businesses to socialize governance through progressive solutions aimed at improving life quality, and advancing healthcare, education, ecology, and other important areas/ According to the analysis of the scientific literature [2; 5-7], the features of the outlined model are as follows:

– The new technologies and ideas implemented in the social sphere allow management to actively utilize modern technologies, such as artificial intelligence, big data, blockchain, mobile applications, and other digital tools, to address social issues. It enables a quick response to emerging challenges and the introduction of advanced solutions for managing social processes.

– Encouraging creative thinking among employees fosters an environment that promotes creativity and initiative. This enables employees to actively propose new ideas, refine existing approaches, and generate unconventional solutions for complex tasks. Creative thinking becomes the foundation for continuous improvement and innovation.

– The use of innovative methods to address complex social issues allows for the creation of sustainable and effective solutions. Through the innovative model of socializing management, new forms of social projects emerge, such as integrated platforms for citizen engagement, remote learning educational programs, and numerous initiatives aimed at addressing local and global social challenges.

Thanks to this model of social management transformation, business entities not only enhance their efficiency but also become more adaptable to social changes.

The transformation model through the component of ethics places the highest priority on adhering to ethical principles and values in all aspects of an organization's activities. For example, Patagonia is known for its ethical practices in the clothing production sector (specifically, the company supports sustainable development, uses eco-friendly materials, and openly works on improving working conditions for its employees). Ethical management allows organizations to socialize their management by focusing each decision on moral standards. According to the analysis of the scientific literature [2; 6–7], the features of the outlined model are as follows:

– Orientation towards honesty and transparency. Organizations that adhere to ethical management strive for transparency in operations and open communication with all stakeholders. Honesty and accountability help build strong and reliable relationships both within and outside the organization.

– Promoting trust and reputation of the organization. Adhering to ethical standards builds trust among employees, partners, clients, and society. It contributes to the development of the organization's reputation as a reliable, socially responsible partner, positively impacting its image and competitiveness.

– Implementation of social responsibility standards in daily operations. Ethical management involves integrating the principles of social responsibility into all organizational processes, from human resources management to interactions with suppliers and customers. It includes respecting labor rights, responsible resource use, environmental consciousness, and supporting social initiatives.

Thanks to this model of transformation in social management, businesses take into account the interests of society, social responsibility, and the building of trust among employees, partners, and customers in their management practices. This contributes to the development of trust and social responsibility within the business.

Conclusions from this study and prospects for further exploration in this direction. The study results confirm that social orientation is ensured by various types of modern management transformation models, which differ in the focus component applied. The following conclusions have been made:

1. Through the focus component of sustainable development, a balance between the economic, social, and environmental aspects of business activities is ensured, which not only contributes to their long-term success but also has a positive impact on society as a whole.

2. Through the inclusion component, more inclusive work environments are created, where every employee can realize their potential.

3. Through the network component, namely partnership and collective efforts, effective solutions to social problems are ensured..

4. Through the digitalization component, which involves the use of modern information technologies, an understanding of customer needs, market trends, and internal processes is formed. As a result, this enables businesses to make more precise and socially-oriented management decisions.

5. Through the innovation component, new forms of social projects are created to engage

citizens, educational programs for training, and projects aimed at addressing local and global social challenges.

6. Through the ethics component, trust and social responsibility of businesses are fostered..

Thus, modern models of social management transformation in enterprises are based on transformations that, through different focus components, ensure a holistic and effective strategy for achieving not only economic but also social goals. The prospects for further research lie in a deeper analysis of the interaction between the components of modern social management models and their impact on the sustainable development of enterprises in the context of global social and economic changes.

REFERENCES:

1. Baranov O. A. (2021) Sotsial'na ta tsyfrova transformatsiyi:dzherelo pravovykh problem [Social and digital transformation: a source of legal problems]. *Informatsiya i pravo – Information and law*. Available at: http://ippi.org.ua/sites/default/files/9_21.pdf (accessed: 01.05.2024).

2. Bannikov V., Lobunets T., Buriak I., Maslyhan O., Shevchuk L. (2022) On the question of the role of project management in the digital transformation of small and medium-sized businesses: essence and innovative potential. *Revista Amazonia Investiga*, no. 11, pp. 334–343.

3. Vasyl'chenko M. (2012) Orhanizatsiyno-funktsional'ni transformatsiyi arkhivu yak struktury systemy sotsial'nykh komunikatsiy [Organizational and functional transformations of the archive as a structure of the social communications system]. *Visnyk Knyzhkovoyi palaty – Bulletin of the Book Chamber,* no. 6, pp. 47–51.

4. Hnylyans'ka O., Karyy O. (2024) Vplyv samomotyvatsiyi ta samokontrolyu na rozvytok ta dosyahnennya tsiley menedzhera: stratehiyi ta efektyvni praktyky v orhanizatsiynomu konteksti [The influence of self-motivation and self-control on the development and achievement of manager's goals: strategies and effective practices in an organizational context]. *Bulletin of Sumy National Agrarian University*, no. 1(97), pp. 9–14.

5. Yevchenko V., Khloponina-Hnatenko O. (2022) Sotsial'nyy menedzhment yak tekhnolohiya efektyvnoho upravlinnya [Social management as a technology of effective management]. *Ekonomichnyy analiz – Economic analysis*, no. 32(1), pp. 7–13.

6. Kolenda N. V. (2016) Teoretychni pidkhody do vyznachennya sutnosti ponyattya «sotsial'nyy menedzhment» [Theoretical approaches to defining the essence of the concept of "social management]. *Ekonomichnyy chasopys Skhidnoyevropeys'koho natsional'noho universytetu imeni Lesi Ukrayinky – Economic magazine of Lesya Ukrainka East European National University*, no. 3(7), pp. 32–36.

7. Khmel'nykov A. O. (2023) Sotsial'no-ekonomichni transformatsiyi yak chynnyk pidvyshchennya instytutsiynoyi spromozhnosti lokal'noho politychnoho menedzhmentu [Socio-economic transformations as a factor in increasing the institutional capacity of local political management]. *Rehional'ni studiyi – Regional studios.* Available at: http://regionalstudies.uzhnu.uz.ua/archive/32/14.pdf (accessed: 01.05.2024).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ:

1. Баранов О. А. Соціальна та цифрова трансформації: джерело правових проблем. Інформація і право. 2021. URL: http://ippi.org.ua/sites/default/files/9_21.pdf (дата звернення: 01.05.2024).

2. Bannikov V., Lobunets T., Buriak I., Maslyhan O., Shevchuk L. On the question of the role of project management in the digital transformation of small and medium-sized businesses: essence and innovative potential. *Revista Amazonia Investiga.* 2022. No. 11, pp. 334–343.

3. Васильченко М. Організаційно-функціональні трансформації архіву як структури системи соціальних комунікацій. *Вісник Книжкової палати*. 2012. № 6. С. 47–51.

4. Гнилянська О., Карий О. Вплив самомотивації *та самоконтролю на розвиток та досягнення цілей менеджера: стратегії та ефективні практики в організаційному контексті. *Bulletin of Sumy National Agrarian University.* 2024. № 1(97). С. 9–14.

5. Євченко В., Хлопоніна-Гнатенко О. Соціальний менеджмент як технологія ефективного управління. *Економічний аналіз.* 2022. Том 32. № 1. С. 7–13.

6. Коленда Н. В. Теоретичні підходи до визначення сутності поняття «соціальний менеджмент». *Економічний часопис Східноєвропейського національного університету імені Лесі Українки.* 2016. № 3(7). С. 32–36.

7. Хмельников А. О. Соціально-економічні трансформації як чинник підвищення інституційної спроможності локального політичного менеджменту. *Регіональні студії.* 2023. URL: http://regionalstudies.uzhnu.uz.ua/archive/32/14.pdf (дата звернення: 01.05.2024).

МЕНЕДЖМЕНТ