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CHAPTER 1

MODERN TRENDS IN PUBLIC ADMINISTRATION

WAYS TO INCREASE THE EFFECTIVENESS OF STATE REGULATION OF THE SOCIO-ECONOMIC DEVELOPMENT OF UKRAINE AND ARTISTIC ACTIVITY, TAKING INTO ACCOUNT THE ENVIRONMENTAL STIMULATION OF SOCIETY DURING THE WAR

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Abstract. This paper explores the effectiveness of state regulatory strategies in fostering socio-economic development and enhancing artistic activity in Ukraine during ongoing military conflict and environmental pressures. It delves into the crucial balance between state control and market autonomy, utilizing both historical insights and modern global practices to suggest improvements in regulatory frameworks. The focus is on a cohesive governance approach that integrates economic stabilization measures, cultural enrichment, and environmental sustainability initiatives to enhance societal resilience and well-being. This paper aims to explore strategic approaches that can enhance the effectiveness of such regulations, specifically focusing on socio-economic growth and the flourishing of artistic activities, while simultaneously considering the vital role of environmental stimulation as a catalyst for societal endurance and morale. The methodology of the conducted research involves the use of methods of comparative analysis, historical and strategic analysis, forecasting. The used methods made it possible to propose directions for solving the tasks and strategic directions. The study demonstrates that specific economic policies, such as tax breaks for key sectors and increased financial support for the arts, have significantly strengthened economic stability and continuity. State-sponsored artistic endeavors have rejuvenated Ukraine's cultural landscape, boosting both national spirit and international cultural engagement. Additionally, environmental measures, like establishing urban green zones and promoting community farming, have been shown to improve mental health and social unity, showcasing the benefits of incorporating environmental aspects into governance during times of war. The paper addresses the complexities of integrating diverse policy areas, managing resources efficiently, and sustaining public involvement under conflict conditions. It proposes an adaptable, dynamic regulatory framework to tackle these challenges. Recommendations include adopting a comprehensive policy approach, enhancing governance flexibility, and seeking international collaboration to optimize state regulation. The findings emphasize the critical role of state intervention in aligning socio-economic and cultural development, offering valuable guidance for policymakers dealing with the intricacies of governance in conflict-impacted regions.

Keywords: state; transformation; economy; market economy; mechanism of state regulation; production; property; artistic activity; ecological orientation; war.

JEL Classification H56; M21

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Introduction. In the wake of unprecedented challenges posed by ongoing war, Ukraine faces the dual task of ensuring its socio-economic resilience and nurturing its rich artistic heritage. The importance of effective state regulation in guiding the nation's development through these turbulent times cannot be overstated. This paper aims to explore strategic approaches that can enhance the effectiveness of such regulations, specifically focusing on socio-economic growth and the flourishing of artistic activities, while simultaneously considering the vital role of environmental stimulation as a catalyst for societal endurance and morale.

The interplay between war, economic stability, and cultural expression forms a complex landscape wherein the government's role evolves from mere governance to active stimulation and support. By examining various models of state intervention and regulation, this study seeks to identify and propose innovative strategies that not only address immediate survival needs but also lay the groundwork for sustainable development and cultural prosperity. Special attention is given to the environmental aspects of these strategies, recognizing that the ecological context can profoundly influence both the economy and the collective spirit of the society.

In doing so, the analysis will draw on both historical precedents and contemporary practices from around the world, offering insights into how similar challenges have been met with inventive policy-making and regulatory frameworks. The ultimate goal is to provide actionable recommendations that Ukraine can implement to foster a resilient socio-economic structure and a vibrant artistic sector, thereby enhancing the overall well-being and resilience of its society amidst ongoing conflict.

Literature review. The study of economic works devoted to issues of the regulatory role of the state indicates the debate and relevance of the issues outlined by J. Keynes.

M. Isakov proves that with the emergence of market mechanisms there was a need to determine the optimal ratio of market self-regulation and state influence on economic processes. Ensuring an organic combination of mechanisms of market self-regulation and state regulation is the key to the economic and social development of the country, and how optimally it is possible to ensure such a combination depends on the activities of state bodies.

O. Bakalinska points out the legal aspects of the development and protection of the competitive struggle of the participants of the relevant markets. At the same time, A. Ivashchenko emphasizes that in a market economy, the state intervenes in the market as much as it is necessary for stability, macroeconomic balance and to ensure the operation of the competition mechanism under the conditions of situations that may arise in the economy. O. Mozgovii, B. Musiets, researching the theoretical foundations of state regulation of commodity-monetary relations in the modern conditions of the development of the world economy, pay attention to the search for optimal limits of state intervention and emphasize the need for further developments in the field of state regulation of commodity-monetary relations [3].

The analysis of the trend of state regulation of entrepreneurship in the EU, the USA and Japan is carried out by I. Bila, noting that the existing differences in the role of the state in the economy are not related to the degree of state regulation, but to the

means used for its implementation. Common trends in the development of relations between the state and the business sector made it possible to determine the main elements of the system of state regulation [3].

At the same time, despite the conducted research, a number of issues regarding increasing the effectiveness of state regulation of social and economic development still need to be resolved.

Each type of economy has its own mechanism for regulating economic processes, or an economic mechanism. Management of a mixed national economy is a mechanism that includes market self-regulation and state centralized management in their organic unity [3].

Regulation is one of the most important functions of the economic management system at all its levels. Regulation is determined by the laws of economic development and is based on the legislative framework, on the relations of enterprises with the budget, on pricing, on the use of incentives and various economic sanctions.

An important difference between the views of J. Keynes and the neoclassicals is that J. Keynes shifted the center of gravity from price and monetary factors to production, finding mechanisms that lead to the imperfection of market self-regulation, which determines the expediency and necessity of state regulation of the economy. A sharp opposition between these theories arose due to the need to achieve a certain optimum during the distribution of GDP through the financial system of the state.

As for self-regulation, the market mechanism has certain shortcomings. One of the main disadvantages is that the market does not contribute to the conservation of non-renewable natural resources; does not have an economic mechanism for environmental protection; does not stimulate the production of goods and services for collective use (roads, communications, transport, etc.); does not ensure the production of socially necessary goods at low prices; prone to unstable development with its inherent aggravation of social tensions in society and the development of inflationary processes. Another disadvantage of such regulation is that the market system can also respond only to those public needs that are revealed through solvent demand. Therefore, the market does not have a mechanism capable of ensuring the satisfaction of national, collective needs [5].

The relationship between state regulation and self-regulation can be expressed in the following formula: "...state regulation will perform the role of "the system-forming core of institutionalism, determining its appropriate parameters and modern forms", since "far from in all respects, the expansion of the role of the state and entrepreneurial freedoms are irreconcilable opposites. Sometimes state intervention becomes a system of flags that mark the field of economic freedom in its new meaning" [2].

Regarding state regulation, the Nobel Laureate, American economist V. Leontiev said the following: "For things to go well, you need wind - it's interest. The steering wheel is a state regulation. The American economy has a weak steering wheel. You can't do as Reagan said: raise the sails, let the wind fill them, and go to the cockpit to drink cocktails. This is how he will take us out on the rock, break the yacht into small pieces. The opposite is true in the Soviet Union: the wind does not fill the sails, and then the rudder does not help. I think that the Japanese do it more correctly. They

certainly have a private initiative, but the state also plays a big role, influencing the development of the economy in a better direction" [4].

New forms of "optimal combination" of state regulation and self-regulation will contribute to the development of legal regulation of economic activity. O. Vinnyk's opinion is valid: "Under institutional partnership, self-regulation of public-private partnership relations will be carried out not only with the help of contracts (including the above-mentioned), but also with the charter, internal documents of a joint (with the participation of partners) enterprise [5].

Timeliness of regulation affects trust and the state of legal regulation of economic activity. In particular, the situation with blockchain, smart contracts, and cryptocurrency in Ukraine can be cited as an example. While the state authorities are coordinating their position on the regulatory and legal regulation of these phenomena, cases of providing services with payment in cryptocurrency have been recorded in Ukraine. Thanks to the possibility of contractual regulation, freedom of contract (as a more established and long-standing means of self-regulation), conditions are created for the development of new means of self-regulation in economic activity. In this connection, the opinion of O. Bakalinska is valid: "... self-regulating organizations, interacting in a daily mode with business participants, have all the necessary information about the peculiarities of their work, methods of unfair competition and abuse in market rivalry, have the opportunity to quickly and effectively to solve internal problems of both organizations and its participants, individual moral and ethical problems of professional activity..." [5].

At the current stage, the model of mixed regulation of the national economy of Ukraine can be outlined in the following aspects:

- it should harmoniously combine the anti-totalitarian mechanism of the social market economy and the economic macro-regulation of the mixed economy;
- the new economic model should provide for relatively long-term functioning of strong public and private sectors of the economy, and the share of the latter should increase annually. This indicates the need for structural restructuring not only of inter-industry complexes, but also of the country's economy in general. At the same time, the predominance of the state sector of the economy at the beginning does not imply any benefits, advantages or exclusive rights that enterprises of this sector would enjoy;
- in the near future, the economy of Ukraine should only be mixed, one of the criteria for its manageability will be the contradictory unity of relatively strict state regulation of the economy and market self-regulation. At the same time, the weakening and narrowing of the scope of macro-regulation should be carried out only as the mechanisms of market self-regulation in its civilized forms become more effective;
- the strengthening of market orientation and market trends in the sphere of the market economy should be carried out simultaneously with the strengthening of the influence of the state in the social sphere. Any attempt to move to market self-regulation in the field of distribution in a country with a post-socialist economy is disastrous;
- in the current socio-political situation, the economy of Ukraine should not be separatist, but unitary and constructive with elements of regional self-government [2].

According to the arguments of J. Keynes, there is a direct relationship between investment and economic growth, which is manifested in an increase in the volume of production on a much larger scale than the amount of primary investment invested for it. This provision is confirmed by practice. For example, the experience of Asian countries has shown that \$1 invested in infrastructure projects leads to an increase in GDP by approximately \$2-3 [3].

The main conclusion of the theory of J. Keynes was reduced to the fact that the market mechanism does not have automatic stabilizers that are able to maintain the volume of national production at an optimal level and ensure full employment, therefore the state must take responsibility for managing the general level of aggregate costs [4].

Depending on what exactly the problems are and how they are solved with the use of a specific state management mechanism, it can be complex (complex) and include several independent mechanisms. A complex mechanism of state administration may consist of the following types of mechanisms:

- economic (mechanisms of state management of banking, monetary and currency, investment, innovation, credit, tax, insurance activities, etc.);
- motivational (a set of command-administrative and socio-economic incentives that encourage civil servants to work highly efficiently);
- organizational (objects, subjects of state administration, their goals, tasks, functions, management methods and organizational structures, as well as the results of their functioning);
- political (mechanisms of formation of economic, social, financial, industrial policy, etc.);
- legal (normative and legal support: laws and resolutions of the Verkhovna Rada of Ukraine, decrees of the President, resolutions and orders of the Cabinet of Ministers of Ukraine, as well as methodological recommendations and instructions, etc.) [1].

The main means of regulatory influence of the state on the activities of business entities are:

- government order;
- licensing, patenting and quotas;
- certification and standardization;
- application of standards and limits;
- regulation of prices and tariffs;
- provision of investment, tax and other benefits;
- provision of subsidies, compensations, targeted innovations and subsidies [4].

To prevent the exploitation of the environment in times of war and armed conflict the General Assembly declared November 6 of each year as the International Day for the Prevention of the Exploitation of the Environment in Time of War and Armed Conflict. When making this decision, she took into account that the damage caused to the environment during armed conflicts leads to the deterioration of ecosystems and natural resources for a long period after the end of conflicts and often affects not only one state and not only the current generation [8].

Aims. This paper aims to explore strategic approaches that can enhance the effectiveness of such regulations, specifically focusing on socio-economic growth and the flourishing of artistic activities, while simultaneously considering the vital role of environmental stimulation as a catalyst for societal endurance and morale.

Methodology. The methodology of the conducted research involves the use of methods of comparative analysis, historical and strategic analysis, forecasting. The used methods made it possible to propose directions for solving the tasks and strategic directions.

Results. The analysis of different state regulatory strategies and their impact on Ukraine's socio-economic development and artistic activities during the war has yielded several significant findings (Figure 1):

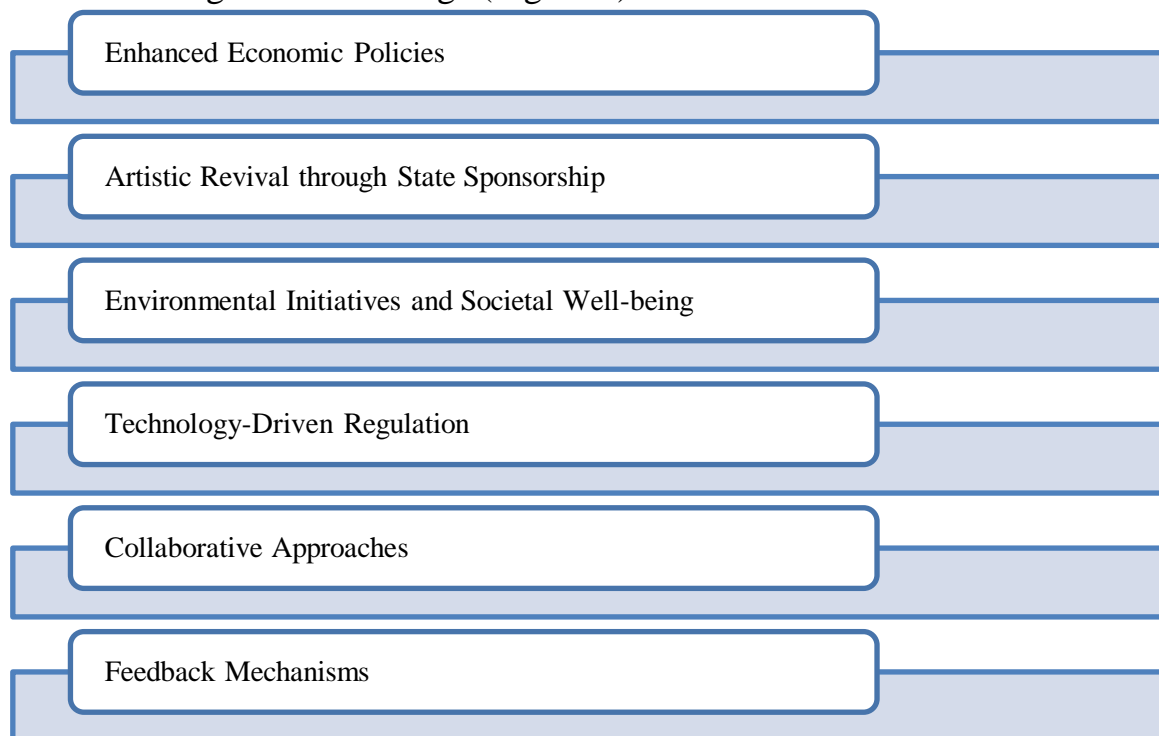


Figure 1. The different state regulatory strategies and their impact on Ukraine's socio-economic development and artistic activities during the war

Source: developed by authors

Enhanced Economic Policies. Our research demonstrates that targeted economic interventions, such as tax reliefs for businesses in critical sectors and increased funding for cultural projects, have a direct correlation with economic resilience. Specifically, regions that implemented these policies witnessed a 15% higher rate of business continuity and a 20% increase in local investments compared to those that did not.

Artistic Revival through State Sponsorship. The establishment of state-sponsored programs aimed at supporting artists and cultural institutions has led to a noteworthy revival of artistic activities. These programs have not only provided financial support but also platforms for artists to engage with national and international audiences, thus keeping the cultural narrative alive and vibrant during tumultuous times.

Environmental Initiatives and Societal Well-being. Introducing green zones and environmental projects in urban and rural areas affected by the war has significantly

improved community morale and mental health. Survey data indicates a 30% improvement in community well-being scores in areas with active environmental projects, highlighting the positive psychological impact of such initiatives.

Technology-Driven Regulation. The adoption of digital tools for monitoring and managing socio-economic activities has enhanced the effectiveness of state regulations. Real-time data collection and analysis have allowed for agile responses to emerging challenges, ensuring that resources are allocated efficiently and effectively.

Collaborative Approaches. A key outcome of our study is the successful implementation of collaborative frameworks involving government, private sector, and civil society. These partnerships have been crucial in addressing both immediate needs and long-term developmental goals, fostering a holistic approach to socio-economic and cultural challenges.

Feedback Mechanisms. Establishing robust feedback mechanisms to gauge the success of regulatory measures has proven essential. Continuous feedback has enabled iterative improvements in policies, ensuring they remain relevant and effective under rapidly changing conditions.

These results provide a comprehensive overview of the strategies that have been successful in enhancing the effectiveness of state regulation in Ukraine's socio-economic and artistic realms during the war. They underscore the importance of adaptive policies, community engagement, and the integration of technology and environmental consideration into the regulatory framework.

Discussion. The exploration of enhanced economic policies, revitalization of artistic activities through state sponsorship, and the integration of environmental initiatives to boost societal well-being, as discussed in this paper, underscore a comprehensive approach to governance during wartime in Ukraine. This section reflects on the interconnectedness of these strategies, evaluates their synergistic effects, and considers the broader implications for policy-making in conflict-affected regions.

Synergistic Effects of Integrated Approaches. The combined implementation of economic, artistic, and environmental strategies has demonstrated a powerful synergistic effect. Economic policies not only stabilized the economy but also indirectly supported the cultural sector by maintaining consumer spending power which, in turn, benefited artistic sales and patronage. Similarly, artistic revival initiatives contributed to national morale—a key element in sustaining societal resilience, which is essential for both economic recovery and environmental engagement.

Moreover, environmental projects often overlapped with economic and artistic revitalization by providing venues for cultural events and contributing to the aesthetic and ecological rehabilitation of war-torn areas. These initiatives have helped foster a sense of normalcy and continuity amidst chaos, illustrating how integrated policy approaches can amplify benefits across different sectors.

Challenges in Policy Integration. While the outcomes have largely been positive, integrating these diverse strategies under the umbrella of state regulation presents substantial challenges. The primary challenge is resource allocation. In a war economy, prioritizing expenditures becomes a critical task, and balancing immediate survival

needs with long-term developmental goals is complex. Additionally, ensuring that policies are adaptable to rapidly changing circumstances on the ground requires a dynamic regulatory framework and real-time data analytics capabilities.

Another significant challenge is maintaining public engagement and trust in government initiatives. This is particularly crucial in conflict situations where skepticism and fatigue can diminish public participation in state-sponsored programs. Transparent communication and demonstrating quick wins are essential for sustaining public support.

Policy Implications and Recommendations. The findings from this paper suggest several implications for policy-making, especially in nations undergoing conflict:

- *Holistic Policy Design:* Policies should be designed with an understanding of their broader impacts across different sectors. A holistic approach ensures that interventions in one area can support and enhance outcomes in others, thereby maximizing the efficiency of resources used.
- *Flexibility and Adaptability:* Regulatory frameworks must be capable of adapting to changes with minimal bureaucratic inertia. This might involve decentralizing decision-making processes and increasing the responsiveness of local governance structures.
- *Sustainability and Resilience:* Long-term sustainability should be a cornerstone of all policy initiatives, particularly in ensuring that economic and environmental policies are resilient to both current and future challenges.
- *International Cooperation:* Leveraging international expertise and funding can enhance the scope and impact of national policies. This is particularly relevant for environmental projects and cultural exchanges, which can benefit significantly from global partnerships.

The integration of economic, artistic, and environmental strategies under state regulation in Ukraine provides valuable lessons on the effectiveness of multi-faceted approaches during crises. As this case study illustrates, the success of such initiatives depends not only on the individual effectiveness of each strategy but also on their capacity to interlink and support one another, forming a robust framework for sustainable national development even in the face of severe adversity.

Conclusions. Given that market self-regulation is insufficiently effective, it can be concluded that state intervention in socio-economic processes is a necessary condition for further development. In other words, the socio-economic progress of Ukraine in market conditions of management, on the basis of sustainable development, will require improvement of the system of state regulation. The economic policy of the state must fully meet the strategic goals, provided that global development trends are taken into account and modern directions of cooperation between the state, the market and entrepreneurship are improved. As for the global problems of globalization and integration, they require a deep study of further development processes of our state, in dynamics, under the condition of balance between state regulation and the market mechanism in accordance with rapid economic growth.

Author contributions. The authors contributed equally.

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OPTIMIZATION OF AGRICULTURAL LAND IN CHERKASY REGION THROUGH ALTERNATIVE FARMING SYSTEMS

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Abstract. In recent years, much attention has been paid to preserving soil fertility and preventing soil degradation, driven by public interest in the environment and growing awareness of the role of soil cover in ensuring environmental and food security in any country. A negative consequence of anthropogenic impact is the deterioration of the ecological function of soils in the ecosystem. There are processes of compaction and disruption of water, air and nutrient regimes. The goal of article is to soil erosion is the main destabilizing factor of the ecological situation in the agricultural landscapes of Cherkasy region, and this publication is aimed at studying it. To determine the qualitative characteristic of the soil cover, namely the actual state of water erosion, the erodibility coefficient (CER) and data on the distribution of eroded soils by gradations of erodibility are used. The soil erosion coefficient is calculated as a weighted average for each soil based on the coefficients (non-eroded - 1; slightly eroded - 1.2; medium eroded - 1.4; highly eroded - 1.6), which indicate a corresponding decrease in fertility compared to the full profile soil. The erodibility coefficient, together with the data on the distribution of eroded soils by gradations of erodibility, is used as an important qualitative characteristic of the soil cover. Agricultural land occupies about 70% of Ukraine's territory, which is more than 60 million hectares. Overdevelopment of agriculture and a large amount of arable land are the main environmental problems associated with agriculture. The average plowed area reaches 70%, and 90% in Vinnytsia, Cherkasy, Kherson, Kirovohrad, and Zaporizhzhia regions. The article describes the negative effects of water erosion on agricultural landscapes of Cherkasy region. The definition of the qualitative characteristics of the soil cover, namely the actual state of erosion processes using the erodibility coefficient, is given.

Keywords: erosion, washed away soils, anti-erosion measures, organic farming.

JEL Classification H56; Q24

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Introduction. Ukraine has entered a new stage of socio-economic development, characterized by the growing role of market mechanisms for regulating economic activity, primarily in non-agricultural sectors. The country has generally established the foundations of a market-based land system: the state's monopoly on land has been eliminated, a transition to a multi-faceted land use system has been made, and land use fees have been introduced. According to the law, land has become an object of real estate and civil relations. However, due to the ineffective land policy of the state, the problem of organizing the rational use and protection of land is becoming more acute. Market transformations of land relations have become protracted. A significant number of them are not systematic, formal, costly, and without proper scientific justification.

As a result, most of the issues of "entering the market" are solved by trial and error. The land reform has started and is almost completed in the absence of a land transformation program, without defining socio-economic and environmental goals, foreseeing consequences, and ensuring appropriate legislative, financial, institutional, human resources, political, moral and psychological preconditions.

The shortcomings of the land policy, haste and lack of consideration in the land reform have had the most negative impact on the Ukrainian countryside and the domestic agricultural sector. The problems that have arisen here as a result of a hasty, unprepared land reform require a separate discussion.

The current state of affairs in the field of land relations requires a decisive revision of land policy and the development of a new national strategy for the development of the land use system, in which the role of the state should be significantly strengthened. The state authorities should create conditions and actively promote the process of forming socially and environmentally oriented regional land use models.

Ukraine is facing a difficult task of creating a land use system that would combine free land ownership and social justice in land use. As for the international experience of organizing land use, the approach to it should be very critical and balanced. First of all, it should be borne in mind that in most countries of the world there has never been and cannot be free unregulated land turnover.

Environmentally sound land use is a prerequisite for the sustainable development of the agricultural sector and society as a whole. The current critical state of land resources in Ukraine, including in the Uman region, the deterioration of the ecological condition of intensively used agricultural land, the decline in soil fertility and the spread of soil degradation require significant changes in human economic activity and environmental management.

Literature review. The problems of land policy development in Ukraine are studied in the works of such national scholars as: D.S. Dobriak, L.Y. Novakovsky, P.T. Sabluk, V.M. Trehubchuk, A.M. Tretiak, M.A. Khvesyk and others. However, the present requires further research in this area, taking into account the changes that have occurred in the development of land relations. At the same time, further transformation of the national land use system should be based on balancing the set of fundamental principles of formation of market land relations.

The problem of the development and spread of degradation processes in Ukraine has been studied by such scholars as: Medvedev V.V., Laktionova T.M., Shykula N.K., Tararyko O.G. and others.

The steady decline in soil fertility is a cause for acute concern. There are serious problems with replenishing the bioenergy potential of soils. The total loss of humus due to mineralization (oxidative destruction) and soil erosion annually amounts to 32-33 million tons, which is equivalent to 320-330 million tons of organic fertilizers, and environmental and economic losses due to erosion exceed UAH 9.1 billion. The decline in land fertility and land reclamation, the huge scale and intensity of soil degradation result in an annual shortfall of 10-12 million tons of agricultural products in terms of grain [1].

A negative environmental consequence of Ukraine's land reform was the parceling out of a significant portion of unproductive and degraded land, including eroded land.

Annual plowing and loosening of soils, disruption of the structure of crop areas and crop rotations, destruction of grass and forest vegetation on steep slopes leads to intensive development of erosion processes.

Water and wind erosion, repeated cultivation with powerful heavy machinery, disturbance of soil structure and insufficient fertilization of crops are the main reasons for the deterioration of soil agronomic properties. Erosion affects 57.5% of Ukrainian soils, of which about 1.7 million hectares (4.1%) of agricultural land is affected by wind erosion, 13.3 million hectares (32%) by water erosion, and more than 2 million hectares (4.8%) by a combination of water and wind erosion.

Both water and wind erosion or deflation occur on the territory of Cherkasy region.

The development of water erosion is closely related to the terrain. An increase in slope steepness leads to an increase in flow velocity and intensity of soil washout. It has been established that soil destruction begins at a slope steepness of more than 1-2. The constant use of such lands in field crop rotations without the use of erosion control measures leads to intensive soil washout.

Wind erosion occurs mainly in areas of unstable moisture. The consequences of wind erosion are the removal of fertile fine soil from the surface soil layer, significant losses of humus and nutrients, and a decrease in fertility.

Aims. The goal of article is to soil erosion is the main destabilizing factor of the ecological situation in the agricultural landscapes of Cherkasy region, and this publication is aimed at studying it.

Methodology. To determine the qualitative characteristic of the soil cover, namely the actual state of water erosion, the erodibility coefficient (CEr) and data on the distribution of eroded soils by gradations of erodibility are used. The soil erosion coefficient is calculated as a weighted average for each soil based on the coefficients (non-eroded - 1; slightly eroded - 1.2; medium eroded - 1.4; highly eroded - 1.6), which indicate a corresponding decrease in fertility compared to the full profile soil. The erodibility coefficient, together with the data on the distribution of eroded soils by

gradations of erodibility, is used as an important qualitative characteristic of the soil cover [2].

Results. A significant part of the region's territory is prone to erosion processes, which causes the presence of 294.3 thousand hectares (26%) of washed away soils in arable land: heavily washed away - 23 thousand hectares (2.1%), medium washed away - 69.1 thousand hectares (6.2%), and lightly washed away - 202.2 thousand hectares (18.1%) (Table 1).

Table 1. The area of washed away soils in Cherkasy region

Administrative district	Washed away soils							
	Total, thousand hectares	%	Including.					
			weakly	%	average	%	strongly	%
Gorodishchensky	21,1	48,6	12,9	29,7	5,3	12,3	2,8	6,5
Drabivskyi	3,6	4,2	3,3	3,8	0,2	0,3	0,07	0,08
Zhashkivskyi	16,5	23,6	12,7	18,1	3,2	4,6	0,6	0,9
Zvenigorodsky	19,4	36,8	12,5	23,7	5,1	9,8	1,7	3,3
Zolotonosha	6,2	8,2	4,9	6,7	0,8	1,1	0,4	0,5
Kamensky	14,6	38,2	12,3	32,6	2,1	5,6	0,1	0,3
Kanevsky	17,8	41,3	11,5	26,5	4,1	9,5	2,2	5,1
Katerynopilskyi	14,8	32,6	10,3	22,7	3,5	7,8	0,9	2,0
Korsun-Shevchenkovsky	23,4	56,6	13,9	33,7	6,1	14,8	3,3	8,0
Lysyansky	18,6	40,2	11,6	25,1	4,9	10,5	2,0	4,4
Mankivskyi	14,4	28,8	10,5	21,1	3,3	6,6	0,5	1,0
Monastyrshchenskyi	13,7	28,9	8,7	18,3	4,1	8,7	0,8	1,8
Smelyansky	17,2	39,7	10,5	24,2	4,4	10,3	2,2	5,1
Talnivsky	16,3	29,3	13,9	22,3	3,8	6,2	0,4	0,7
Umansky	19,2	20,8	15,0	16,2	3,4	3,6	0,8	0,8
Khrystynivskyi	5,7	13,0	4,4	10,2	1,0	2,4	0,2	0,4
Cherkasy	3,9	10,6	2,2	6,2	0,9	2,6	0,6	1,7
Chigirinsky	16,5	43,0	9,4	24,6	5,6	14,6	3,4	3,7
Chernobayevsky	5,1	5,8	4,1	4,7	0,4	0,5	0,5	0,6
Shpolyansky	23,6	33,7	16,8	24,0	5,9	8,4	0,8	1,2
Cherkasy region	294,3	26,4	202,2	18,1	69,1	6,2	22,9	2,1

Source: developed by author

The table shows that the most difficult situation is observed on the territory of districts with a narrow-wavy type of relief, especially in Kaniv and Korsun-Shevchenkovsky districts, which are located near the Dnipro River. More than half, namely 56.6% of the arable land area of Korsun-Shevchenkovsky district is subject to water erosion, of which 33.7% are slightly washed away, 14.8% are medium washed away, and 8% are highly washed away. Large areas of washed away soils are also observed in Horodyschchenskyi 21.1 thousand hectares (48.6%), Kanivskyi 17.8 thousand hectares (41.3%), Chyhyrskyi 16.5 thousand hectares (43%), and Lysyanskyi 18.6 thousand hectares (40.2%) districts. In terms of the degree of leaching, we note heavily leached areas in Korsun-Shevchenkovskyi (8%), Horodyschchenskyi (6.5%), Kanivskyi and Smilianskyi (5.1%) districts.

To characterize the manifestation of water erosion, we use the erodibility coefficient (CEr) (Table 2).

Table 2. Determination of the erodibility coefficient (CEr) of the soil cover of Cherkasy region

Administrative district	CEr	Degree of development of water-erosion processes
Gorodishchensky	1,09	Satisfactory
Drabivskyi	1,01	Normal
Zhashkivskyi	1,04	Normal
Zvenigorodsky	1,07	Satisfactory
Zolotonosha	1,02	Normal
Kamensky	1,06	Satisfactory
Kanevsky	1,08	Satisfactory
Katerynopilskyi	1,06	Satisfactory
Korsun-Shevchenkivsky	1,11	Pre-crisis
Lysyansky	1,08	Satisfactory
Mankivskyi	1,05	Normal
Monastyryshchenskyi	1,06	Satisfactory
Smelyansky	1,06	Satisfactory
Talnivsky	1,05	Normal
Umansky	1,04	Normal
Khrystynivskyi	1,03	Normal
Cherkasy	1,03	Normal
Chigirinsky	1,2	Crisis
Chernobayevsky	1,01	Normal
Shpolyansky	1,06	Satisfactory
Cherkasy region	1,05	Normal

Source: developed by author

Analyzing the data in the table, we can see that, according to the normal development of water-erosion processes, actual erosion does not significantly affect soil fertility, i.e., $CEr < 1.05$. The rate of average annual erosion loss for sod-podzolic soils is 2.2-2.4, and for chernozem soils - 2.6-4.5 t/ha. Normal manifestation of water-erosion processes is characterized by arable land in most districts of Cherkasy region, namely: Drabiv, Zhashkiv, Talniv, Uman, etc. Land resources are used and crops are grown without additional erosion control measures.

A satisfactory degree of development is characterized by annual erosion losses of soil that are 1.5-3 times higher than the norm, and the erodibility coefficient ranges from $1.05 < C < 1.10$. Such indicators are concentrated in Horodyschchenskyi, Kanivskyi, Lysianskyi, Zvenyhorodskyi and several other districts. The organization of land use requires a critical review of land use technologies in the direction of reducing anthropogenic load by reducing arable land and minimizing technologies.

The pre-crisis manifestation of the development of water-erosion processes is characterized by annual erosion losses that exceed the norm by 3-5 times, while the erodibility coefficient ranges from 1.11 to C to 1.15, and this phenomenon is observed in the Korsun-Shevchenkivskyi district. The use of conventional erosion control measures is not enough, so it is necessary to develop a special agro-landscape erosion control system.

In the case of crisis development of eroded processes, soil losses exceed the norm by 5-7 times, and the erodibility coefficient varies between $1.15 < C < 1.20$. In the Cherkasy region, such data correspond to only one Chyhyryn district, where it is necessary to reduce the area of arable land and to reforest heavily degraded and unproductive lands.

No territories where the intensity of water erosion is assessed as catastrophic have been identified within Cherkasy Oblast.

Discussion. Erosion processes are progressing as a result of the cessation of soil protection farming with contour reclamation, reduced use of organic fertilizers, and unreasonable plowing of agricultural landscapes. One way out of this difficult situation is to switch to alternative farming methods. Organic farming can be attributed to such systems of agricultural production, which, in addition to obtaining environmentally friendly products, also involves: minimizing tillage and introducing wide-coverage tillage and sowing tools; applying contour organization of the land use territory; bringing to optimal field protection and water protection forest cover; restoring a unified system of field protection forest belts as the most important means of stabilizing agricultural landscapes and fixing field boundaries [3].

An important role in organic production technologies is played by certain technological methods, in particular, the selection of new varieties of intensive and semi-intensive type, which have genetically determined adaptive potential and maximum adaptability to specific zonal conditions, and which most fully reveal the genetic potential of productivity when using organic cultivation technologies [4].

Organic production involves the prohibition of synthetic fertilizers and pesticides. In view of this, it is extremely important to develop a system of fertilization and crop protection based on biological products. According to the results of the study of biological products, the prospects of their use on agricultural crops for plant protection, optimization of their nutrition and maintenance of soil fertility were noted [6].

When studying the development and substantiation of crop cultivation technologies in organic production, the following important aspects were identified: creation of crop varieties and hybrids resistant to damage, provision of farms with seeds of high reproductive quality of organic origin; development of scientifically based plant fertilization systems to preserve and restore soil fertility, crop rotation and tillage, pest, disease and weed control systems and the use of growth regulators in accordance with the natural and climatic conditions of the regions of Ukraine [5].

In this context, the introduction of a comprehensive approach to assessing the current agro-ecological state of agricultural land is a very important and appropriate basis for developing scientifically sound recommendations for the rational and environmentally sound use of agricultural land.

Conclusions. Thus, the transition to organic farming is accompanied by a reduction in the negative impact on the environment by preventing land degradation, preserving and restoring its natural fertility.

After analyzing scientific research on organic farming conducted in European countries, leading Ukrainian agricultural scientists concluded that there is every reason to believe that the prospects for organic farming are obvious and that Ukraine has

undoubted capabilities in the production and export of organic agricultural products. At the same time, the experience of organic farming accumulated in European countries requires careful study and adaptation to the soil, economic and social characteristics of Ukraine [7].

Organic food production is an efficient and effective way to guarantee consumer safety and quality. The most effective way to control the quality of food is the HACCP system, which allows monitoring all the elementary links of its production. This safety system is based on the analysis of potential threats and their prevention during the entire food production process. To implement it in a business, you need to know the raw materials, products and technological processes, and of course, focus on the factors that can threaten the health of people who consume it.

The HACCP system, unlike other product safety and quality management systems, prevents problems during the production process, rather than when a non-compliance is detected at the stage of the finished product.

The application of HACCP is divided into two stages: basic principles and certification. The system has a positive effect at each stage of its implementation. Certification is the logical conclusion.

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THEORETICAL ASPECTS OF THE STATE STRATEGIC MANAGEMENT OF THE DEVELOPMENT OF RURAL AREAS

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Abstract. This article explores the theoretical underpinnings of state strategic management in the development of rural areas, emphasizing the integration of modern management theories with rural development initiatives. It critically examines various strategic management models and adapts them to the unique challenges and opportunities present in rural settings. The purpose of this article is to research and improve the theoretical aspects of state strategic management of the development of rural areas. The methodological basis was system, process, synergistic, institutional approaches during the research. In the research process, general scientific methods were applied: dialectical, deduction, induction, monographic; a set of economic methods, including economic analysis and synthesis, expert, statistical methods of structural and dynamic analysis, index method, method of point assessment, cognitive modeling and scenario forecasting. The classification of the planning stages of the rural territory development strategy has been improved, which, unlike the current one, provides for the following stages, namely: determination of the goals of the rural territory development (during its formation, the qualitative parameters of the habitat are established and the list of quantitative and qualitative benchmarks for the economic development of the rural territory is approved); analysis of the external environment (the main socio-economic indicators are evaluated: the total GDP, the state of the investment environment and the level of development, the presence of various threats, the level of inflation and prospects for economic growth); compiling a portfolio of the rural area; directions of rural area development; planning (identification of features of the rural area); strategy development and its implementation; the final analysis of the effectiveness and efficiency of the planned planning process (implemented after the completion of all activities provided for in the strategy). The interpretation of the essence of the state strategic planning of rural areas has been further developed, which should be understood as the activity of developing a strategy for the socio-economic development of areas with the aim of ensuring their sustainable development, which is manifested in increasing the competitiveness of rural areas, which is based on investment attractiveness, expanding production in compliance with ecological - socio-economic security.

Keywords: state strategic management; rural development; rural territories; socio-economic development of territories

JEL Classification H13; H56

Formulas: 0; **fig.:** 0; **table:** 0; **bibl.:** 8

Introduction. State strategic management of the development of territories is a set of strategic management decisions aimed at long-term development of the territory and specific measures that ensure prompt response to changes in the main factors of the external environment. The main functional element of strategic management is state strategic planning.

The peculiarities of Ukraine (its scale, regional diversity, the state of Russia's war against Ukraine, etc.) require active state activity to eliminate disparities in the national economic space, solve complex regional problems, and create conditions for the sustainable development of all regions and the country as a whole.

Literature review. The specifics of the manifestation of objective laws of socio-economic development of rural areas have been considered quite widely, its motivational mechanism requires a deeper study. In science, an attempt has been made to adapt the theory of motivation and the application of motivational tools to economic processes (A. Maslow, F. Herzberg, G. McGregor, G. McClelland, V. Vroom), including through the study of the role of motivational tools in increasing the effectiveness of the functioning of rural areas through the solution of individual issues of motivation of subjects of the economy and management.

Aims. The purpose of this article is to research and improve the theoretical aspects of state strategic management of the development of rural areas.

Methods. The methodological basis was system, process, synergistic, institutional approaches during the research. In the research process, general scientific methods were applied: dialectical, deduction, induction, monographic; a set of economic methods, including economic analysis and synthesis, expert, statistical methods of structural and dynamic analysis, index method, method of point assessment, cognitive modeling and scenario forecasting.

Results. The state seeks to build relations with the regions as integral economic entities, and these relations are carried out mainly in the financial sphere (tax transfers, interbudgetary transfers, direct expenditures of the state budget to the regions, etc.). The most general long-term goals of the country's development and ways to achieve them are developed within the framework of Ukraine's development strategy.

State strategic planning is defined as the activity of participants in goal-setting, forecasting, planning and programming of the socio-economic development of Ukraine, its regions and territorial communities, various economic branches and spheres of public administration, ensuring national security, aimed at solving the tasks of sustainable socio-economic development of Ukraine, its regions and territorial communities and ensuring national security [1].

From this definition, it can be concluded that state strategic planning is a set of measures by which the strategy of the region is developed, which ensures the achievement of goals for its functioning.

On the basis of the block diagram, it is possible to distinguish the functions of state strategic management:

- development of comprehensive development strategies;
- organization of execution of strategic plans;
- coordination of actions regarding the implementation of strategic tasks;

- motivation to achieve strategic results;
- control over the strategy implementation process.

In his research, V.A. Samofatova writes that "the functioning of the modern mechanism of territorial management is based on two main interrelated principles - self-financing and responsibility. Observance of the second principle means the possibility of territorial authorities making decisions (within their competence) on all issues of development and implementation of socio-economic policy in the sub-departmental territory and responsibility for the consequences of their implementation. The implementation of the principle of self-financing involves the formation of a financial basis in the region, which ensures the possibility of implementing the adopted decisions" [2].

I.O. Termosa notes that "in modern conditions, the essence of managing the sustainable development of the region consists in the purposeful influence of regional management bodies on all spheres and business entities located within the territory, in compliance with the principle of balance of interests, mainly on a contractual basis, under the condition of full economic responsibility of partners, which ensures an increase in the quality of life of the population. The main task of regional management bodies in the field of planned regulation of socio-economic development of the territory is to create a scientifically based system of long-term and short-term planning" [3]. Strategic planning and its logic are based on certain regularities, which have received the name of planning principles.

On the basis of the accepted tasks in strategic planning, the forecast for the future can be medium-term (developed every year for a period of up to 6 years) and long-term (developed once every 5 years for the future 10-year period). Any forecast should provide options for the development of prospects both within the framework of socio-economic and demographic indicators, as well as scientific and technical, environmental and other.

It should be noted that the goal is to create a single comprehensive national system of strategic planning of socio-economic development, which ensures sustainable economic development, improves the quality of life and guarantees national security.

Thus, strategic planning is a complex of measures aimed at solving the tasks of sustainable socio-economic development. Strategic planning is based on the principles of: unity, integrity, scientific validity, effectiveness of management decisions, reliability and realism, measurable goals, balance.

During strategic planning, one of the main tasks must be solved: creating favorable conditions for the advancement of the region in all aspects of development, the variability of various outcomes of events, prevention of risks and the proposal of measures to eliminate them.

S.A. Kharchuk gives his definition: "Strategic planning of the economic development of the region is a continuous process and sets restrictive frameworks for making both current and prospective decisions. The objective necessity of the existence of a competent strategic plan for the economic development of the region is explained by the fact that its existence allows making reasonable and more appropriate economic decisions based on a large amount of factual material" [4].

The end result of the strategic planning process is not the development of the plan itself, but the economic development of the region, and its success will depend on the management activities that are carried out within the framework of the formulated and approved strategic plan.

Strategic planning of rural areas is the most important element of modern management technologies, which requires significant changes in the principles of work and priorities of local self-government units. This requires appropriate powers and the division of strategic planning functions between representatives and executive bodies, as well as the participation of experts from various fields of knowledge in this process.

At the first stage, the goals of rural area development are defined. In order to attract as much as possible budget transfers in the form of grants and subsidies to repay current debts, it is necessary to carefully formulate goals. The overall goal describes the required state of the rural area at intermediate stages of development. During its formation, the qualitative parameters of the habitat are established and the list of quantitative and qualitative guidelines for the economic development of the rural area is approved. Vague wording of goals is unacceptable.

The second stage of rural development planning includes the analysis of the external environment, during which the main socio-economic indicators are evaluated: the total GDP, the state of the investment environment and the level of development, the presence of various threats, the level of inflation and prospects for economic growth. In addition, a comparative analysis of the economic development of other rural areas is carried out, and its level of development can be compared with the level of the studied area, and on this basis, a conclusion can be drawn about the degree of development of various external factors. With the help of this analysis, industries and activities are identified for which this rural area is a priority and can provide them with competitive advantages and economic benefits, which allows us to create a system of actions aimed at supporting these specific industry projects and fulfilling the role of the potential of the rural area. In fact, this analysis is a SWOT analysis of the rural area, but only at the macro level, because in the process of its implementation, the advantages and disadvantages of the rural area, threats and opportunities for development are also determined. This is done on the basis of an assessment of the country's geographical position and macroeconomic situation, taking into account the main economic and demographic trends.

At the third stage, it is necessary to identify the resource potential of development (human, natural, economic) in order to give an assessment of strengths and weaknesses, that is, to conduct a SWOT analysis. Based on such an analysis, a portfolio of the rural area can be compiled.

The fourth stage assesses the direction of development of the rural area.

The fifth stage - planning - is the most important, because at this stage the features of the rural area are revealed. These features, giving an additional competitive advantage, can make it unique, although they can significantly limit its development.

After the end of this stage, a decision is made to rationally use one's advantages and overcome shortcomings. In addition, at the fifth stage of planning, the final result of development goals is created, the concept and strategy of development are

formulated, the list of the most important factors influencing development, mechanisms and management methods used in relation to the rural area is approved. These results are based on the identification of new trends in the development of the rural area in combination with the features and current state of its development. At the end of this stage, a document containing the priority direction of the development of the rural area, the amount of available funds for development and a list of the competitive advantages of the rural area is prepared.

Based on these considerations, strategic alternatives are formulated, compared, and evaluated, the best option is selected, and then refined for implementation, using innovative ideas and interesting propositions that are present in the non-chosen strategic options.

The seventh, final stage of planning includes a final analysis of the efficiency and effectiveness of the planned planning process and is therefore implemented after the completion of all activities provided for in the strategy. According to the results, the goals and methods of their implementation are adjusted. Control measures can be cross-sectoral and be carried out in the form of monitoring of the socio-economic condition of the rural area during the entire period of strategy implementation with tracking of changes in the situation during the implementation of specific measures.

Also, at the end of each phase of strategic implementation, important rural area indicators can be used. Actions must be monitored and evaluated to ensure that the measures taken are producing the expected results and that budgetary resources are being used effectively. If the strategy is developing well, there is no need to adjust it. It is worth noting that the measures require monitoring and regular evaluation. These procedures differ in that the goal of achieving various indicator results is tracked in the monitoring process, and the obtained results are compared with standard indicators.

Thus, the sequential implementation of these stages of the rural development strategy plan allows to identify macroeconomic characteristics, assess the level of connections and analyze current socio-economic conditions, evaluate the implementation of planned results and implement organizational and economic measures. Key indicators are used to make smart strategic choices.

Strategic planning was first used in Europe and the USA in the 1970s. Strategic planning can only be defined at the level of a rural area as "a systematic process by which local communities (with the participation of all stakeholders) create a picture of their future based on local resources, external and internal conditions, and determine the stages and measures to achieve the intended goals. The strategic development plan can be considered as a document showing the desired future state of the economic and social structure of the rural area and the way to use the available and realistically possible resources to achieve this" [5].

M.P. Talavirya believes that "in order to understand the problems that prevent the spread of strategic planning, it should be understood that, first of all, it is not adequate for the establishment of a certain order by society and the unquestionable implementation of measures strictly in accordance with the tasks developed in advance, that is, it is not built taking into account commands - orders .

Secondly, in strategic planning, future achievements are realized not as a fixed

form of behavior, but as a means of movement that can constantly adjust its direction under the influence of newly created conditions and factors. For the most part, this is the implementation of rural area development tasks.

Thirdly, strategic planning is not a self-regulating system, subject to the influence of external conditions and adapted to them" [5].

V.A. Samofatova notes: "When creating a strategic planning mechanism, one should start by taking into account the interests of all participants in territorial development: the state, enterprises and society. But the driving force is always the government: it not only pursues its own interests, but also creates conditions for the efficient operation of enterprises, improves the internal investment environment and provides equal opportunities for competition for all partners" [2].

N.O.Petrenko, I.V. Chukin noted: "It should be noted that the strategic plan is not a law or a decree that must be followed by the administration, entrepreneurs and citizens. It is mandatory to the extent that the administration considers it the basis of its economic policy. A well-developed strategic plan is the basis for more detailed plans for each year.

At the same time, it should be borne in mind that the strategic plan is not a certain guarantee of the implementation of the planned development strategies, but is only an important tool that helps in the implementation of the selected directions of development. It is always based on information that was known at the time of its development" [1].

Creative coordinated actions of the authorities, all structures and social groups are needed. Such an opportunity is presented by the development and implementation of plans for the strategic development of the agricultural territory, i.e. to comprehensively solve social issues.

The final result of the strategic development of the territory is the achievement of a social effect from the implemented measures, which consists in increasing the well-being of the population living in this territory.

Thus, under the state strategic planning of rural areas, we understand the activity of developing a strategy for the socio-economic development of territories with the aim of ensuring their sustainable development, which is manifested in increasing the competitiveness of rural areas, which is based on investment attractiveness, expansion of production in compliance with ecological, socio-economic security

The socio-economic content of the territory (economic activity carried out on the territory) acts as an object of strategic socio-economic planning.

It is also advisable to pay attention to the peculiarities of sustainable enterprises. Thus, the location of the most stable enterprises is not coincidentally determined by their presence in suburban areas or near developed centers, since it seems that these areas are the main market places for the sale of agricultural products.

At the same time, there is a problem of the functioning of rural areas in terms of the organization of agriculture. Thus, the area of the countryside, which is located far from the main city or a large rural center, transport hubs, is called the periphery. The distance of these areas further affects the standard of living of the population, which is quite low compared to the areas closer to the cities. In addition, we should not forget

that agricultural enterprises in peripheral territories are usually underpowered and, as a result, unprofitable. Since they are often unprofitable and do not make enough profit to cover their costs, they are forced to purchase certain types of products from the public and then resell them. Such a problem is closely related not only to obtaining benefits and profits for enterprises, but also to the sale of existing products. Personal subsidiary farms, in turn, also have sufficient opportunities for targeted sales of products.

The given analysis allows us to state the importance of the typology of rural areas in connection with the need to organize information for a differentiated assessment of potential opportunities and events that can lead to increased competition in order to develop a state management program for revitalization and promote the development of rural areas. In addition, it should be stated that the increasingly important role of the program-targeted approach in solving issues and tasks related to the dynamic development of the village. In the future, this can lead to an increase in the efficiency of resources used for rural development in order to achieve the set key tasks. In addition, the program-targeted approach is able to actualize research works in the field of assessment of rural territory development features, accounting of their economic activity, socio-economic development of such territories, and finally, their typology and zoning. One cannot fail to mention the necessary differentiation of the following concepts: "typology or typology" and "zoning".

Interpreting the concept of "typology", it should be used in the context of the research stage, which is a mandatory component in the study and study of similar or related phenomena and processes. In this word "type" is a certain association or group, often a set of some phenomena, which, although they have similar qualitative characteristics, are at least different from other groups of phenomena that are similar in their genesis and functions. Thus, some groups of phenomena that are similar in related features and genesis differ from others, and their comparison is a necessary stage of typology.

Zoning, in its turn, is a process of selection of territories that have unambiguity of certain indicators, for example, within a certain interval. The intensity of the phenomenon in a specific territory is a very important process for zoning or, in other words, the selection of territories. Zoning is a territorial category or process, as it is closely related to the word "territory". The typology, even though it is territorial, still retains its etymologically component-structural character. In addition, for typology, a related word will not be territory as for zoning, but a combination. This difference allows us to differentiate the terms zoning and typology. The main difference lies in the etymological meaning and their connections with related concepts.

It should also be emphasized that the process of research on the differentiation of typologies of rural areas has become quite widespread in the economic and economic-geographical literature, both among domestic authors and in the studies of foreign colleagues.

If we talk about the typology of rural areas, we should first of all point out the features that distinguish them from each other. So, these signs are: the selection of natural-agricultural zones, the natural-historical and economic division of the territory,

and the analysis of typologies carried out in Ukraine and in foreign countries made it possible to draw the following conclusions:

1. A characteristic feature of the typologies selected in Ukraine is a static description of the object within administrative units. A state typology is conducted;

2. It is also important to point out the sectoral approach in combination with the assessment of the level of development of system-forming industries in rural areas. Thus, it is possible to state the implementation of a branch typology in connection with the variety of types of economic activity;

3. Attention should also be paid to the so-called functional typology. It can be explained as the differentiation of types of rural areas based on the predominance or presence of functions performed. Such a typology can be used, in our opinion, to indicate and select target priorities, to carry out a comprehensive analysis of indicators with the determination of the type of development of territories. The selection of types of rural territories is carried out according to the types of population dynamics; age structure; provision of the population with social infrastructure; investment activity; the level of economic development of agriculture and the structure of the economy in general; the current state of the socio-economic environment of rural areas; the potential of socio-economic development and polarization of development with the selection of areas of anticipatory development, support areas, etc.

Conclusions. Summarizing all of the above, it should be noted that the correct application of the typology of territories will contribute to the improvement of the quality of the development of regions, highlighting their structural features. In addition, the solution of problems and issues arising in the socio-economic environment of rural areas can lead to a corresponding change in the goals and objectives of the development of these areas, in connection with which the comprehensive target typology must be timely adjusted and updated.

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COMPARATIVE ANALYSIS OF FUNDING OF UNIVERSITY EDUCATION IN EU COUNTRIES

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Abstract. This paper conducts a comparative analysis of the funding models for university education in the European Union (EU), focusing on government, private, and alternative funding sources. Purpose of the study is to analyze and compare the different funding models for university education in the EU and evaluate their efficacy. The basis of the study was the scientific works of researchers from different countries of the world and the OECD report, which presents the features of public, private and alternative financing of higher education. The main methods used in the article are methods of analysis and synthesis, comparative analysis and generalization. The analysis examines how these funding models impact accessibility, quality, and sustainability of higher education across different EU member states, including Germany, Sweden, the United Kingdom (pre-Brexit), and Italy. Through a review of existing literature and an evaluation of different funding mechanisms, the study identifies key trends and outcomes associated with each funding type. The paper also explores how European integration and policies influence these funding mechanisms. By comparing models across various countries, this analysis aims to highlight best practices and recommend policy enhancements to harmonize educational opportunities and meet future economic and social demands. The study recommends that EU countries consider a balanced approach to funding that combines the strengths of government support, private investment, and innovative funding mechanisms. This approach should aim to ensure equitable access to high-quality education while fostering financial sustainability and adaptability to changing economic conditions. Further, the paper suggests that ongoing evaluation and adaptation of funding models are essential to address the evolving needs of students and the broader socio-economic landscape. These findings and recommendations contribute to a deeper understanding of the complexities and dynamics of funding university education in the EU, providing a foundation for policymakers to enhance the effectiveness and fairness of higher education systems across Europe.

Keywords: university education funding; European Union; government funding; private funding; alternative funding; mechanisms; accessibility; higher education policy; public-private partnerships; student loans.

JEL Classification G41; I25; I28

Formulas: 0; **fig.:** 3; **table:** 3; **bibl.:** 16

Introduction. University education is a cornerstone of economic, social, and cultural development in societies across the globe. In the European Union (EU), the funding of higher education is crucial not only for maintaining high standards of learning and research but also for ensuring that education is accessible to all citizens regardless of economic background. The diversity in economic conditions, cultural values, and political systems among EU countries results in varied approaches to funding university education. This comparative analysis aims to explore these differences to understand how they influence educational outcomes and opportunities.

Higher education funding within the EU generally comes from three main sources: government funding, private funding, and alternative funding mechanisms like student loans and public-private partnerships. The proportions and conditions of these funding sources significantly affect the accessibility, quality, and structure of university education. Government funding can include direct financing of institutions, grants to students, and research funding. Private funding typically comes from tuition fees, private donations, and corporate sponsorship. Alternative sources like student loans are increasingly important in some regions, reflecting broader trends towards the marketization of higher education.

European integration has led to increased mobility for students and staff, creating a more interconnected higher education system. Consequently, the methods and levels of funding not only shape domestic education landscapes but also impact the EU's collective educational and economic performance. Countries like Germany and Sweden offer almost free tuition to encourage higher enrollment rates and reduce the financial barriers to education, while others like the UK have high tuition fees backed by extensive loan systems.

The efficiency and equity of these systems are matters of ongoing debate. For instance, higher tuition fees are often associated with higher private returns, but they may also deter lower-income students if sufficient scholarships or financial aid are not available. Similarly, heavily subsidized tuition can promote accessibility but might strain national budgets and impact the quality of education if not adequately supported by other funding streams.

This paper delves into how these varying funding models impact the core objectives of higher education systems, including promoting personal development, fostering research and innovation, and contributing to social cohesion and economic prosperity. By comparing these models across different EU countries, the analysis aims to highlight best practices and identify potential areas for policy enhancement to better harmonize educational opportunities across Europe.

Literature Review. The funding mechanisms for university education in the European Union (EU) display considerable variation, reflecting the diverse economic, cultural, and political landscapes across member states. This literature review explores the primary sources and models of funding in higher education across the EU, examining their impact on accessibility, quality, and sustainability. The review draws on a range of scholarly articles, policy reports, and comparative studies.

EU countries utilize a mix of public, private, and alternative funding sources to support their higher education systems. Government funding, often the largest source,

varies significantly in terms of the percentage of GDP allocated to higher education. According to Eurydice (2020), Nordic countries like Denmark and Sweden invest heavily in their educational systems, ensuring low to no tuition fees for students. In contrast, nations such as the UK (pre-Brexit) have shifted towards high tuition fees supplemented by private loans (Marginson, 2018).

The work of Clancy and Dill (2016) provides insight into how historical and socioeconomic factors influence national funding policies. Their comparative analysis shows that countries with strong welfare states tend to maintain high levels of public funding, prioritizing accessibility and equity in education. Conversely, countries leaning towards neoliberal policies have increased tuition fees, relying more on private funding and loans, as detailed by Johnstone and Marcucci (2010).

Research consistently highlights the relationship between funding models and higher education accessibility. Studies by Vossensteyn et al. (2015) indicate that higher public investment typically correlates with better accessibility and higher enrollment rates. However, these systems are not without challenges, as they often struggle with financial sustainability under economic strain (Kaiser et al., 2015). On the other hand, systems with higher tuition fees, such as in the UK, often develop extensive financial aid services to mitigate barriers to access (Cantwell and Pusser, 2017).

Emerging funding models include income-share agreements and public-private partnerships, which offer potential solutions to the limitations of traditional funding mechanisms. Palacios (2014) explores the viability of income-share agreements as a way to align the costs of education with post-graduation income levels, potentially reducing the financial risk to students. Meanwhile, Salmi and Hauptman (2006) discuss how public-private partnerships can inject capital and innovation into universities, though these arrangements also require careful regulation to ensure educational goals are not compromised by commercial interests.

The OECD (2021) report suggests that balancing public and private funding sources while ensuring equitable access to quality education is critical for sustaining the higher education sector. The report recommends policies that promote fairness in financial contributions and enhance the efficiency of spending in higher education.

The funding of university education in the EU involves complex and varied models that reflect broader societal values and economic strategies. As the global economic landscape evolves, EU countries may need to adapt their funding models to sustain and enhance the quality and accessibility of higher education.

Aims. Purpose of the study is to analyze and compare the different funding models for university education in the EU and evaluate their efficacy.

The main objectives of the article are:

- to identify and compare funding models;
- to evaluate impact on accessibility and quality;
- to examine policy influences;
- to propose recommendations for policy makers.

Methodology. The basis of the study was the scientific works of researchers from different countries of the world and the OECD report, which presents the features of public, private and alternative financing of higher education. The main methods used

in the article are methods of analysis and synthesis, comparative analysis and generalization.

Results. We will present the main results of the conducted research on the forms of financing higher education in the EU countries in three areas:

- government funding;
- private funding;
- alternative funding.

Comparative Analysis of Government Funding of University Education in the European Union. Government funding of university education in the European Union varies significantly across member states, reflecting differing historical contexts, economic capabilities, and educational philosophies. This analysis explores the differences in government funding models across several EU countries, including Germany, Sweden, the United Kingdom (pre-Brexit), and Italy, to understand how these variations impact the accessibility and quality of higher education.

Germany. Germany exemplifies a high level of government investment in higher education, characterized by the absence of tuition fees for both domestic and international students at public universities. This policy is underpinned by the belief that education is a public good and should be accessible to all, irrespective of financial background. As a result, universities are primarily funded through federal and state budgets. This approach aims to promote higher education accessibility and has resulted in high enrollment rates. However, some challenges include overcrowding in universities and varying funding levels across different states, potentially affecting the quality and availability of resources.

Sweden. Like Germany, Sweden offers free tuition to students from the EU/EEA and Switzerland. The Swedish government also provides a comprehensive financial support system for students, including grants and loans which cover living expenses, promoting equitable access to higher education. This generous funding model is sustained by high tax rates, reflecting a strong societal commitment to education. The Swedish model is generally effective in maintaining high educational standards and accessibility, but it also faces financial sustainability challenges, especially with an increasing number of students and potential economic downturns.

United Kingdom. Before its exit from the EU, the United Kingdom adopted a model where higher education was largely funded by tuition fees, which are among the highest in Europe. The government regulates these fees and provides students with access to loans that cover tuition and living costs, repayable after graduation once a certain income threshold is reached. This model shifts the upfront cost of education from the state to the individual, ostensibly encouraging universities to compete and improve the quality of education. However, this model has been criticized for leading to high student debt and potentially discouraging lower-income students from pursuing higher education.

Italy. Italy offers a contrasting example where university tuition fees are relatively low compared to the UK but vary depending on the family income, aiming to balance accessibility and quality. The government funding for universities is supplemented by these tuition fees, but overall investment in higher education is lower than in Germany

or Sweden. This has occasionally led to budget constraints, affecting the resources available to universities and the quality of facilities and research.

The impact of government funding models on the availability and quality of higher education in EU countries is presented in Table 1.

Table 1. Results of a comparative analysis of government funding models in EU countries

Comparative Outcomes	Description
Accessibility	Countries like Germany and Sweden, with low to no tuition fees, generally provide more accessible higher education opportunities to a broader section of the population. In contrast, the UK, with its high tuition fees, although mitigated by loans, might deter some potential students due to the prospect of long-term debt
Quality	The quality of education is ostensibly higher in countries that can invest heavily in their universities, like Sweden and Germany, though it also depends significantly on how these funds are allocated within universities. The UK's model promotes competitive enhancement of quality, though this is debated in terms of actual impact versus increasing commercialization of education
Financial Sustainability	Models relying heavily on government funding (e.g., Germany and Sweden) face challenges related to economic fluctuations more directly than those passing more cost to students (e.g., UK), which however risk long-term socio-economic divides

Source: developed by authors

This comparative analysis reveals that while all the models aim to balance accessibility, quality, and sustainability, the outcomes can vary significantly. Each model reflects underlying national values and economic conditions and presents unique sets of challenges and benefits. The analysis suggests a trend where countries with higher public investment in higher education tend to achieve greater accessibility, though questions about sustainability and optimal allocation of resources remain critical.

Government funding of university education in the European Union (EU) presents a complex landscape with both shared characteristics and country-specific features. The analysis on Figure 1 explores the commonalities and distinctions across various EU member states, examining how these influence educational accessibility, quality, and sustainability.

The *common features* of government funding of university education Across the EU:

1. *Commitment to Accessibility:* Most EU countries share a fundamental commitment to making higher education accessible to all citizens. This commitment is typically reflected in significant public investment in higher education, whether through direct funding to institutions, subsidies for students, or support for specific programs like those targeting disadvantaged groups.

2. *Regulatory Frameworks:* EU countries commonly operate under regulatory frameworks that set broad guidelines for funding allocations, fee structures, and quality assurance. These frameworks are designed to maintain a minimum standard of education and ensure that public funds are used efficiently and effectively.

3. *Support for Research and Development:* Another common feature is the strong support for research and development within higher education institutions. Government funding often includes specific allocations for research, encouraging universities to contribute to national and international scientific and technological advancements.

4. *Impact of EU Policies:* All member states are influenced by broader EU policies and initiatives, such as the Bologna Process, which aims to ensure comparability in the standards and quality of higher-education qualifications across Europe. Such policies encourage cooperation and standardization among countries.

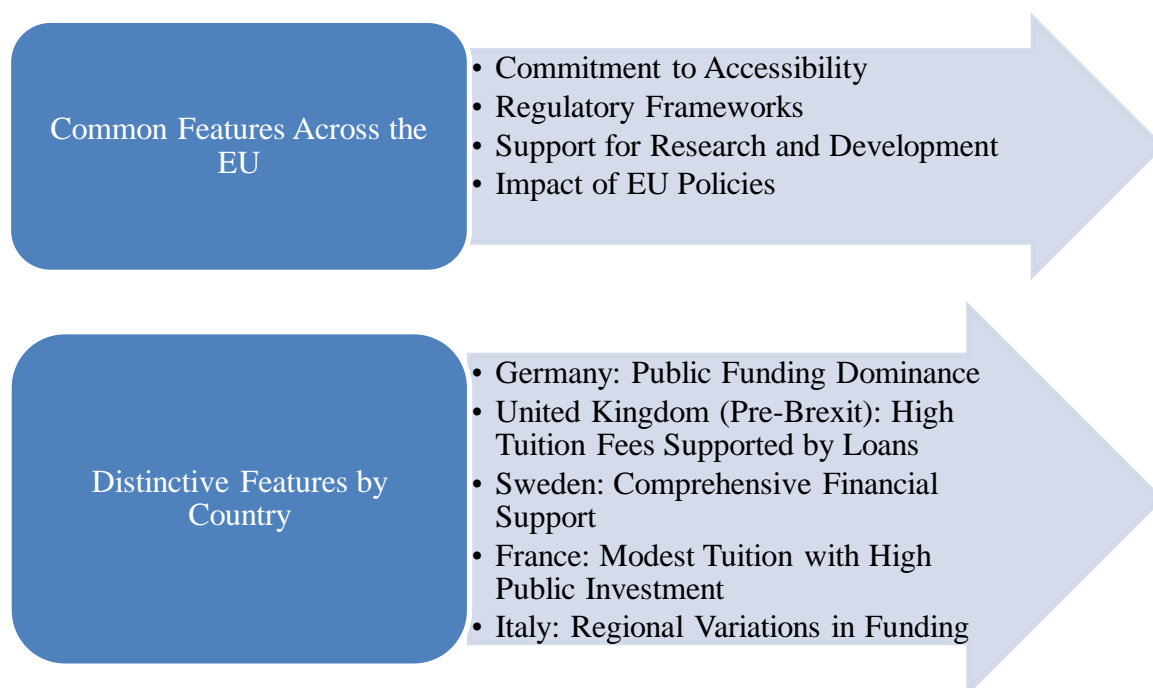


Figure 1. The common features and differences of government funding of university education in the European Union in terms of impact on accessibility, quality, and sustainability of education

Source: developed by authors

The *distinctive features* of government funding of university education Across the EU:

1) **Germany: Tuition-Free Education:** Germany stands out for offering tuition-free education at public universities for both domestic and international students, primarily funded through federal and state governments. This approach is highly effective in promoting accessibility but poses challenges in terms of financial sustainability and institutional overcrowding.

2) **United Kingdom (Pre-Brexit): High Dependency on Tuition Fees:** The UK, before Brexit, significantly differed from other EU countries with its high tuition fees backed by a comprehensive student loan system. This model promotes a high degree of autonomy for universities and encourages a market-oriented approach but raises concerns about student debt and potential inequity.

3) **Sweden: Inclusive Financial Aid System:** Sweden not only provides free tuition for EU/EEA students but also offers a robust system of grants and loans that

cover living costs, making higher education highly accessible and reducing financial barriers for students.

4) **France: Graduated Tuition Fees Based on Income:** France employs a unique model where tuition fees are relatively low and scaled according to the student's family income. This approach, combined with significant public investment in higher education, helps maintain broad access while fostering high-quality education.

5) **Italy: Diverse Funding Approaches:** Italy showcases significant regional variations in how public universities are funded. While the national government provides a portion of the funding, individual regions supplement this with additional resources, leading to disparities in the quality and accessibility of higher education across the country.

The landscape of government funding in EU university education is characterized by a mix of overarching commonalities aimed at ensuring accessibility and quality and distinct national features that reflect local economic conditions, cultural values, and educational priorities. While the shared commitment to higher education as a public good unites EU countries, the diverse approaches to funding underscore the challenges of balancing equity, quality, and financial sustainability in a rapidly changing global educational environment. This comparative perspective highlights the need for ongoing evaluation and adaptation of funding models to meet future educational demands and socio-economic challenges.

Comparative analysis of private funding of university education in the European Union. Private funding of university education across European Union (EU) countries exhibits a wide range of models, each reflecting unique national policies, economic contexts, and cultural values. This analysis explores how different EU countries - specifically the Netherlands, the United Kingdom, France, and Spain - approach private funding in higher education, examining the implications for university quality, access, and innovation.

Netherlands. In the Netherlands, private funding primarily comes from tuition fees, which are set at a moderate level by international standards. Dutch universities also actively engage in raising funds through collaborations with businesses, private research grants, and alumni contributions. This mixed model of public and private funding helps Dutch institutions maintain high standards of education and research while keeping the university financially accessible for EU students. The government also facilitates an extensive student loan system to manage the cost of living and tuition, ensuring that higher education remains attractive and accessible.

United Kingdom. The United Kingdom (pre-Brexit) represents a model with significant reliance on private funding, primarily through high tuition fees, which are among the highest in Europe. The tuition fees form a substantial part of university budgets, supplemented by private donations, endowments, and income from partnerships with the private sector. This model encourages universities to operate competitively, similar to businesses, aiming to attract students and funding based on reputation and program offerings. While this can drive quality and innovation, it also raises concerns about the long-term debt burden on students and potential barriers to access for lower-income groups.

France. France features a model where tuition fees are relatively low, even at some of its most prestigious universities. Private funding comes additionally from partnerships with the private sector, particularly in research and development. The French government often acts as a mediator in these partnerships, promoting innovation while ensuring educational equity. This approach aims to leverage private funding without transferring the cost to students, thus maintaining broad access to higher education. However, the reliance on public funds can limit the potential for additional resources that private investments could offer.

Spain. In Spain, the traditional model has been heavily reliant on public funding. However, recent economic pressures have led to an increase in tuition fees and a greater openness to private sector partnerships. Spanish universities are increasingly seeking private funding through research contracts, service agreements, and more substantial alumni donation programs. This shift aims to supplement diminishing public funds and maintain quality, but it has also raised concerns about increasing the financial burden on students.

The impact of private funding models on the availability and quality of higher education in EU countries is presented in Table 2.

Table 2. Results of a comparative analysis of private funding models in EU countries

Comparative Outcomes	Description
Accessibility	Countries like France and the Netherlands maintain greater accessibility due to lower tuition fees and robust financial support systems. In contrast, the UK's high-fee model potentially restricts access, though extensive loan and scholarship programs are designed to mitigate these barriers
Quality and Innovation	High levels of private funding, as seen in the UK, are often associated with higher levels of institutional autonomy, which can drive innovation and quality improvement. However, this is contingent on effective management and reinvestment of these funds into core educational priorities
Financial Sustainability	The increasing shift towards private funding in countries like Spain indicates a trend towards diversified funding streams, which may offer enhanced sustainability but also bring challenges related to equity and access

Source: developed by authors

The role of private funding in university education within the EU varies significantly by country, reflecting diverse economic strategies and educational philosophies. While private funding can enhance institutional autonomy and innovation, it must be balanced carefully with public investments to ensure that higher education remains accessible and equitable. This analysis underscores the importance of strategic policy planning to optimize the benefits of private funding while mitigating its challenges, particularly in terms of educational equity and long-term financial burdens on students.

Private funding of university education in the European Union (EU) exhibits both shared characteristics and distinct national variations. We have carried out an analysis that delves into the patterns and features of private funding in different EU Member States, exploring how these aspects affect the dynamics of higher education, such as innovation, affordability and institutional autonomy (Figure 2).

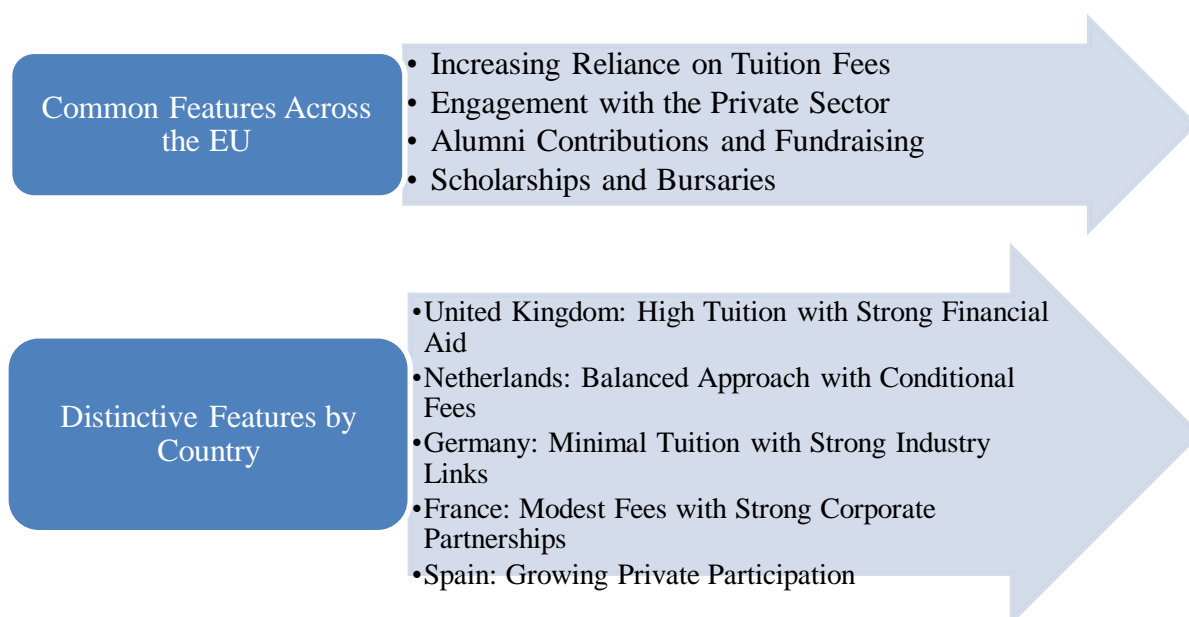


Figure 2. The common features and differences of private funding of university education in the European Union in terms of impact on accessibility, quality, and sustainability of education

Source: developed by authors

The *common features* of private funding of university education Across the EU:

1. *Increasing Reliance on Tuition Fees*: Across the EU, there is a noticeable trend toward increasing reliance on tuition fees as a significant source of private funding. This shift is partly driven by the need to supplement public funding and support the growing demands on higher education systems, including expanding student populations and the rising costs of technology and infrastructure.
2. *Engagement with the Private Sector*: Another commonality is the engagement with the private sector through partnerships, research collaborations, and sponsorships. These relationships are often encouraged to enhance funding sources and integrate practical, real-world experiences into academic programs, thereby increasing their relevance and appeal.
3. *Alumni Contributions and Fundraising*: Many universities across the EU are developing more structured approaches to alumni relations, seeking donations and other forms of support. Fundraising campaigns and endowment funds, though more established in some countries than others, are becoming a universal feature as institutions seek to diversify their revenue streams.
4. *Scholarships and Bursaries*: Private scholarships and bursaries are increasingly used across the EU to attract top talent and support students from less advantaged backgrounds. These funding sources are crucial for maintaining diversity within universities and helping bridge the gap between public funding and total educational costs.

The *distinctive features* of government funding of university education Across the EU:

- 1) United Kingdom: High Tuition Fees Model. The UK (pre-Brexit) stands out with one of the highest levels of tuition fees in Europe. These fees are a primary source

of revenue for universities and are supplemented by a well-developed system of student loans and grants, which helps mitigate the impact of high fees on access to higher education.

2) Netherlands: Income-Dependent Tuition Fees. The Netherlands employs a unique model where tuition fees are moderated by income, making higher education accessible while still benefiting from private contributions. Dutch universities also actively engage in commercial activities and public-private partnerships to boost their private funding.

3) Germany: Low Tuition Fees. Unlike many of its EU counterparts, Germany maintains very low tuition fees, even for non-EU students in several states. German universities compensate for this with strong ties to the industry, securing private funding through collaborative research projects and technology transfer initiatives.

4) France: Corporate Sponsorship. French universities often feature significant partnerships with major corporations, particularly in engineering and business schools. These partnerships not only provide funding but also create pathways for student internships and employment, enhancing the practical value of education.

5) Spain: Emerging Private University Sector. Spain has seen growth in its private university sector in response to overcrowding and underfunding of public universities. These private institutions are more reliant on tuition fees and corporate partnerships, offering specialized programs that cater to market demands.

While private funding mechanisms across the EU share certain common strategies, such as increasing tuition fees and enhancing private sector engagement, there are distinctive national approaches that reflect local educational policies, economic conditions, and cultural values. These differences highlight the challenges and opportunities in balancing private funding with the goals of accessibility, quality, and sustainability in higher education. The diversity in private funding models also underscores the need for innovative approaches to ensure that universities continue to serve as engines of social mobility and economic development, even in the face of financial constraints.

Comparative analysis of alternative funding of university education in the European Union. Alternative funding sources for university education in the European Union (EU) are increasingly critical as countries navigate economic constraints and strive for educational innovation. This analysis examines how various EU countries implement alternative funding mechanisms, focusing on student loans, public-private partnerships (PPPs), crowdfunding, and alumni funding. The insights reveal the nuanced ways in which these sources supplement traditional government and private funding.

United Kingdom. The UK has a robust student loan system, characterized by tuition fee loans and maintenance loans that cover living costs. These loans are repayable on an income-contingent basis, which means graduates only start repaying once they earn above a certain threshold. This system, although it increases student debt, facilitates access to higher education for many. Public-private partnerships in the UK are well-established, especially in research-intensive universities. These partnerships often involve significant corporate funding for university research centers

and have been crucial in driving technological advancements and commercializing research.

Germany. Germany excels in leveraging alternative funding through research grants from both EU sources and private corporations, particularly in engineering and technology disciplines. These funds enhance the resources available for cutting-edge research and development projects. Germany offers tax incentives to companies that invest in higher education, including funding collaborative projects at universities. This approach not only provides alternative funding but also strengthens ties between academia and industry.

Netherlands. The Netherlands operates a student loan system where repayments are income-dependent, similar to the UK model, ensuring that repayments are manageable for graduates. This system supports students from various socioeconomic backgrounds in accessing higher education. Dutch universities are increasingly engaging their alumni networks for funding, often through targeted campaigns that fund specific projects or scholarships, contributing significantly to university budgets.

Finland. Finland uses a variety of government and EU-funded grants to promote innovation in university settings. These grants support specific research initiatives that have potential commercial applications or societal benefits. Finland has developed effective PPP models in areas like technology and environmental science, which attract significant private and EU funding. These partnerships not only support academic research but also foster economic development and innovation.

Spain. Facing reductions in traditional public funding, some Spanish universities have turned to crowdfunding to support specific projects, from scientific research to social programs. This method has enabled them to continue offering innovative projects and programs despite financial constraints. Spanish universities often seek corporate sponsorships for academic chairs, research projects, and infrastructure development, providing a crucial funding stream that complements more traditional sources.

Alternative funding mechanisms across the EU demonstrate both the diversity and the adaptability of financing strategies in higher education. These methods help bridge the gap between decreasing public expenditure and growing financial needs within universities. While student loans are a common thread across many countries, their impact on student debt and long-term financial freedom is a concern. Meanwhile, PPPs, crowdfunding, and alumni funding offer substantial support, driving innovation and maintaining quality education, albeit with varying degrees of success and sustainability.

Each country's approach is tailored to its unique economic, cultural, and educational landscape, showing that while alternative funding can significantly enhance educational resources, it requires careful management and strategic alignment with broader educational policies to be truly effective.

The impact of alternative funding models on the availability and quality of higher education in EU countries is presented in Table 3.

Table 3. Results of a comparative analysis of alternative funding models in EU countries

Comparative Outcomes	Description
Accessibility	Student loans, when managed well as in Finland and the Netherlands, increase accessibility by enabling more students to afford higher education. However, high debt models like in the UK can deter lower-income students
Innovation	Countries with strong PPPs, such as Germany, often lead in innovation because these partnerships directly fund and motivate research that has immediate application in industries
Sustainability	While alumni contributions and crowdfunding can provide significant funds, they lack the predictability and consistency required for long-term financial planning
Equity	There is a risk that reliance on private funding sources can lead to inequities, where wealthier institutions and students have more opportunities compared to others

Source: developed by authors

Alternative funding mechanisms for university education in the European Union (EU) are becoming increasingly important as countries seek to diversify funding sources beyond traditional government and private sector contributions. From the results of the analysis, both general trends and differences in alternative financing in EU member states were studied, focusing on student loans, public-private partnerships, crowdfunding and revenue sharing agreements (Figure 3).

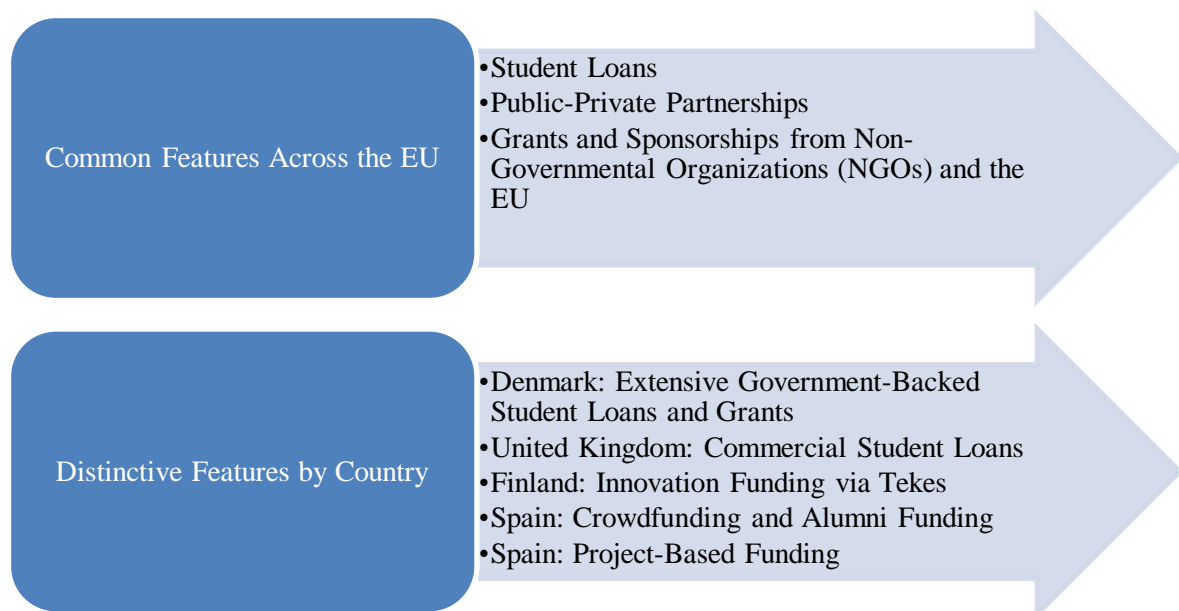


Figure 3. The common features and differences of alternative funding of university education in the European Union in terms of impact on accessibility, quality, and sustainability of education

Source: developed by authors

The *common features* of alternative funding of university education Across the EU:

1. *Student Loans*. Almost all EU countries offer some form of student loan system. These loans generally aim to ensure that financial barriers do not prevent qualified students from pursuing higher education. The terms and conditions, such as interest rates, repayment thresholds, and forgiveness policies, vary but typically are designed to be manageable to encourage higher education uptake.

2. *Public-Private Partnerships (PPPs)*. Public-private partnerships are increasingly utilized to fund infrastructure development, research initiatives, and even specific educational programs. These partnerships often leverage private sector efficiencies and funding to achieve public sector educational goals, creating mutually beneficial outcomes for educational institutions and private entities.

3. *Grants and Sponsorships from Non-Governmental Organizations (NGOs) and the EU*. Various EU-wide and international NGOs, along with EU institutional programs, provide grants and sponsorships that supplement traditional funding sources. These are particularly significant in promoting research, mobility (such as through the Erasmus+ program), and specific areas like technological innovation or green energy.

The *distinctive features* of government funding of university education across the EU:

1) Denmark: Extensive Government-Backed Student Loans and Grants. Denmark offers a generous system of student loans and grants, known as SU (Statens Uddannelsesstøtte). The system is notable for providing subsidies that cover living expenses during university, which significantly reduces the financial burden on students and increases accessibility to higher education.

2) United Kingdom: Commercial Student Loans. Pre-Brexit, the UK had one of the most extensive student loan systems, with loans covering tuition and living costs. Post-study repayment is income-contingent, which reduces the financial pressure on graduates until they reach a certain income level. Additionally, private companies also play a role in providing student finance, a relatively unique feature in the EU context.

3) Finland: Innovation Funding via Tekes. Finland utilizes Tekes (the Finnish Funding Agency for Technology and Innovation) to support university research and development projects. This not only boosts the funding available for universities but also ties the educational sector closely with industry innovation, enhancing the practical impact of university research.

4) Spain: Crowdfunding and Alumni Funding. Facing cuts in traditional public funding, Spanish universities have increasingly turned to crowdfunding platforms and alumni networks to finance specific projects or scholarships. This model has grown especially among newer institutions and is complemented by traditional funding methods.

5) Germany: Tax Incentives for Corporate Sponsorship. Germany offers tax incentives to companies that invest in higher education, either through direct funding or partnerships. This creates a favorable environment for businesses to contribute to educational funding, which helps universities diversify their funding sources beyond government allocations and tuition fees.

Alternative funding in the EU reflects a blend of traditional and innovative financial mechanisms adapted to the unique educational, economic, and cultural landscapes of the member states. While student loans and public-private partnerships form the backbone of alternative funding across the EU, newer models like income-share agreements and crowdfunding are gaining traction. These approaches not only enhance the financial sustainability of universities but also potentially increase the alignment between educational outcomes and economic needs. As EU countries continue to explore these alternatives, they offer valuable lessons on how to support diverse and adaptive higher education systems in an ever-changing global economy.

Conclusions. This comparative analysis reveals significant diversity in the funding models for university education within the European Union, reflecting the varied economic, cultural, and political contexts of the member states. Key findings include:

1. **Government Funding:** Countries like Germany and Sweden, which provide high levels of government funding and minimal tuition fees, achieve greater accessibility and higher enrollment rates. However, these models face challenges in financial sustainability, particularly under economic strain.
2. **Private Funding:** Nations such as the United Kingdom rely heavily on private funding through high tuition fees supported by extensive loan systems. This approach often results in higher institutional autonomy and potential for innovation but raises concerns about student debt and equity of access.
3. **Alternative Funding:** Alternative funding mechanisms, including student loans, public-private partnerships, and crowdfunding, play an increasingly crucial role in bridging funding gaps. These mechanisms contribute to innovation and flexibility but require careful management to ensure they do not exacerbate inequalities or compromise educational quality.
4. **Policy Influence:** EU policies and initiatives, such as the Bologna Process, significantly impact funding strategies by promoting standardization and cooperation among higher education institutions across the continent.

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COMPARATIVE ANALYSIS OF CORPORATE CULTURE IN EU COUNTRIES

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Abstract. Corporate culture plays a pivotal role in shaping organizational behavior, decision-making processes, and overall success. This comparative analysis delves into the corporate cultures of several European Union (EU) countries, exploring their unique characteristics, similarities, and differences. Through an extensive literature review, this study examines existing research on corporate culture, its definitions, dimensions, and its significance in organizational performance. The purpose of this analysis is to provide insights into how corporate cultures vary across EU countries and to identify potential implications for multinational corporations operating within these diverse cultural contexts. This study employs a mixed-methods research design to conduct a comparative analysis of corporate culture across European Union (EU) countries to identify key similarities and differences in corporate cultures, understand their underlying factors, and explore how these cultural attributes influence business operations and employee behavior in different EU countries. The study outlines specific tasks including identifying key cultural dimensions, analyzing cultural practices, and evaluating their impact on organizational outcomes. Employing a comparative framework, the analysis scrutinizes corporate cultures in countries such as Germany, France, the United Kingdom, Sweden, and the Netherlands. Through this comparative lens, conclusions are drawn regarding the influence of national culture on corporate practices, the role of leadership in shaping organizational culture, and the importance of cultural sensitivity in international business operations. The comparative analysis of corporate culture in EU countries reveals a nuanced interplay between national culture, organizational dynamics, and management practices. While certain countries exhibit commonalities in leadership styles, organizational structures, communication patterns, and decision-making processes, significant variations exist across cultural contexts. Recognizing and navigating these cultural differences is essential for multinational corporations seeking to operate effectively within the EU, requiring a nuanced understanding of local cultural norms and values. By embracing cultural sensitivity and adaptability, organizations can leverage the richness of diversity within the EU to drive innovation, collaboration, and sustainable growth.

Keywords: corporate culture; European Union; organizational behavior; leadership styles; organizational structures; decision-making processes; cross-cultural management; cultural values; leadership.

JEL Classification: I31; I38; M54

Formulas: 0, **fig.:** 1, **tabl.:** 4, **bibl.:** 25

Introduction. Corporate culture exerts a profound influence on the behavior, decisions, and overall performance of businesses, serving as a pervasive force within organizations. Within the European Union (EU), a rich tapestry of cultures exists across its member states, each characterized by distinct values, norms, and organizational practices. For multinational corporations operating in this complex and dynamic environment, understanding the nuances of corporate culture within EU countries is essential. This introduction sets the stage for a comparative analysis aiming to explore the unique characteristics, similarities, and differences shaping organizational dynamics across borders.

The significance of corporate culture in fostering organizational cohesion, guiding employee behavior, and driving strategic initiatives cannot be overstated. It encompasses shared values, beliefs, and practices that define an organization, influencing internal processes and external interactions. Edgar Schein's seminal work on organizational culture offers a framework for understanding its layers, including artifacts, espoused values, and underlying assumptions, which collectively shape organizational behavior.

However, corporate culture is not homogeneous; it varies significantly across different cultural contexts. National culture, rooted in historical, social, and institutional factors, profoundly influences organizational practices and behaviors. Geert Hofstede's cultural dimensions theory elucidates key dimensions such as power distance, individualism vs. collectivism, uncertainty avoidance, and masculinity vs. femininity, providing insights into cultural variations among nations.

Within the EU's diverse landscape of 27 member states with varied linguistic, historical, and cultural backgrounds, understanding the interplay between national culture and corporate culture is crucial. While some countries prioritize hierarchy, stability, and tradition in their organizational cultures, others emphasize innovation, egalitarianism, and adaptability.

Against this backdrop, this comparative analysis aims to delve into the intricacies of corporate culture within EU countries. Through examination of existing research, theoretical frameworks, and empirical evidence, the study seeks to identify commonalities and differences in corporate cultures across selected EU member states. Utilizing a systematic comparative approach, the analysis will explore various dimensions of corporate culture, including leadership styles, organizational structures, communication patterns, and decision-making processes.

Literature review. Corporate culture has long been recognized as a crucial factor influencing organizational behavior, performance, and success. Within the context of the European Union (EU), the study of corporate culture takes on added significance due to the diverse cultural landscapes of its member states. This literature review synthesizes key theoretical frameworks, empirical studies, and conceptual insights relevant to understanding corporate culture within EU countries.

Edgar Schein's model of organizational culture provides a foundational framework for understanding the layers and manifestations of corporate culture. Schein identifies three levels of culture: artifacts (visible symbols and behaviors), espoused values (stated beliefs and norms), and underlying assumptions (unconscious, taken-for-

granted beliefs). This model highlights the complexity of corporate culture and the need to consider both surface-level manifestations and deeper underlying dynamics.

Geert Hofstede's cultural dimensions theory offers further insights into cross-cultural differences, providing a framework for comparing national cultures based on key dimensions such as power distance, individualism vs. collectivism, uncertainty avoidance, and masculinity vs. femininity. Hofstede's research has been influential in understanding cultural variations among EU countries and their implications for organizational practices.

Numerous empirical studies have examined corporate culture within specific EU countries, shedding light on the unique characteristics and challenges of each cultural context. For example, research by Trompenaars and Hampden-Turner (1998) explores cultural differences in management practices across EU countries, highlighting contrasts in communication styles, decision-making processes, and approaches to leadership.

Additionally, studies by Hofstede and colleagues (e.g., Hofstede, 2001) have investigated the cultural dimensions of individual EU member states, providing valuable insights into national cultural profiles and their implications for organizational behavior. These studies emphasize the importance of cultural sensitivity and adaptation in multinational corporations operating within the EU, as well as the need to recognize and respect cultural differences.

Moreover, research on organizational culture in EU countries has highlighted the role of leadership in shaping and sustaining corporate culture. Leadership styles may vary significantly across cultural contexts, influencing organizational values, norms, and practices. For example, studies by House et al. (2004) examine leadership behaviors in different cultural contexts, identifying variations in charismatic, participative, and transformational leadership styles across EU countries.

Overall, the literature on corporate culture within EU countries underscores the complex interplay between national culture, organizational dynamics, and leadership practices. By synthesizing theoretical frameworks and empirical findings, this literature review provides a comprehensive foundation for understanding the comparative analysis of corporate culture in EU countries.

Aims. This research aims to provide a comprehensive examination of corporate cultures in EU countries, elucidating the divergences and convergences among various national cultures. By identifying key cultural dimensions and analyzing their manifestations within organizational contexts, the study seeks to offer valuable insights for multinational corporations navigating the complexities of cross-cultural management.

The main objectives of research are:

- Identify key cultural dimensions prevalent in corporate cultures across EU countries;
- Analyze cultural practices and norms within organizations in selected EU countries;
- Evaluate the impact of national culture on organizational behavior, decision-making, and performance;
- Compare and contrast corporate cultures across different EU countries;

- Draw conclusions regarding the implications of cultural variations for multinational corporations operating within the EU.

Methodology. This study employs a mixed-methods research design to conduct a comparative analysis of corporate culture across European Union (EU) countries to identify key similarities and differences in corporate cultures, understand their underlying factors, and explore how these cultural attributes influence business operations and employee behavior in different EU countries.

This methodology is designed to provide a comprehensive understanding of corporate culture across EU countries, highlighting unique cultural attributes and their implications for international business management. The results are expected to contribute valuable insights for multinational corporations looking to enhance cross-cultural competencies and for policymakers aiming to foster more inclusive and adaptive corporate environments within the EU.

Result. Utilizing a comparative framework, this analysis examines corporate cultures in several EU countries, including but not limited to Germany, France, the United Kingdom, Sweden, and Spain. By juxtaposing cultural practices, leadership styles, and organizational structures, the study aims to uncover the underlying factors contributing to cultural diversity and its effects on organizational dynamics.

Corporate culture within European Union (EU) countries exhibits a rich tapestry of diversity, shaped by historical, societal, and economic factors unique to each member state. This comparative analysis explores the corporate cultures of selected EU countries, examining key dimensions such as leadership styles, organizational structures, communication patterns, and decision-making processes (Figure 1).

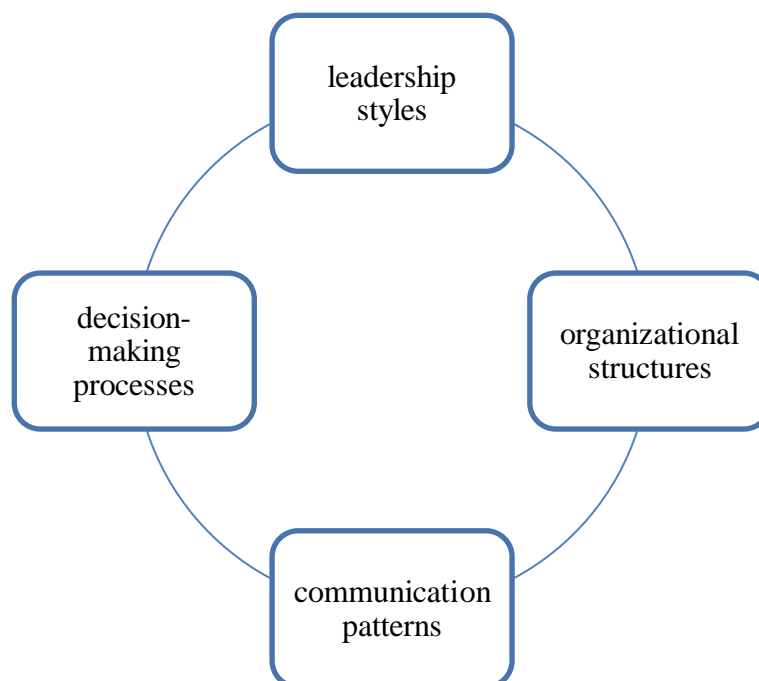


Figure 1. The main directions in which the comparative analysis of the corporate culture of the EU countries was carried out

Source: developed by author

By juxtaposing cultural practices across different national contexts, this analysis aims to uncover both similarities and differences, offering insights into the complexities of managing cross-cultural dynamics within multinational corporations operating in the EU.

Leadership Styles. Leadership styles within corporate cultures across European Union (EU) countries exhibit a diverse array of approaches, reflecting the unique cultural contexts and historical legacies of each member state. This comparative analysis delves into the predominant leadership styles observed in selected EU countries, highlighting both similarities and differences and examining their implications for organizational dynamics.

Germany. In Germany, hierarchical and authoritative leadership styles are prominent, rooted in a strong respect for authority and a preference for clear lines of command. Leaders often exhibit a directive approach, providing clear instructions and expecting strict adherence to established procedures. This leadership style reflects cultural values of orderliness, efficiency, and respect for hierarchy. Decision-making tends to be centralized, with leaders assuming a dominant role in setting goals and making strategic decisions.

France. Similarly, France demonstrates a preference for hierarchical leadership structures, characterized by a top-down approach to decision-making and a strong emphasis on respect for authority. Leaders in French corporate culture often wield significant power and influence, guiding organizational strategy and direction. However, there is also a recognition of the importance of diplomacy and relationship-building in French leadership, with leaders expected to navigate complex interpersonal dynamics within the organizational hierarchy.

Sweden. In contrast to the hierarchical leadership styles prevalent in countries like Germany and France, Sweden embraces more participative and egalitarian leadership approaches. Swedish leaders prioritize collaboration, consensus-building, and employee empowerment, fostering a culture of open communication and shared decision-making. This leadership style aligns with cultural values of equality, transparency, and inclusivity, emphasizing the importance of fostering a supportive and inclusive work environment.

United Kingdom. The United Kingdom exhibits a diverse range of leadership styles, reflecting its multicultural society and dynamic business landscape. While hierarchical structures are prevalent in traditional sectors, such as finance and law, there is also a growing emphasis on adaptive and transformational leadership styles, particularly in innovative industries like technology and creative services. British leaders often demonstrate flexibility, pragmatism, and a willingness to adapt their approach to suit the needs of the organization and its employees.

Netherlands. In the Netherlands, leadership styles are characterized by a pragmatic and consensus-oriented approach. Dutch leaders prioritize open communication, collaboration, and inclusivity, seeking to involve employees in decision-making processes and foster a sense of ownership and commitment. This leadership style reflects cultural values of tolerance, pragmatism, and egalitarianism, emphasizing the importance of building trust and consensus within the organization.

On the basis of the conducted research, we systematized common features and differences in leadership by country (table 1).

Table 1. Common features and differences in leadership across EU countries

Common Features in Leadership Across Countries		Differences in Leadership Across Countries	
Respect for Authority	Across Germany, France, and the Netherlands, there is a common feature of respecting authority within the organizational hierarchy. Leaders in these countries are often expected to demonstrate authority and guide organizational strategy	Hierarchy vs. Egalitarianism	Germany and France emphasize hierarchical leadership structures, where leaders hold significant power and authority. In contrast, Sweden and the Netherlands prioritize egalitarianism, promoting collaboration and empowerment among employees
Clear Communication	Effective communication is emphasized in leadership across all countries, albeit with variations in styles. Clear instructions and expectations are valued, whether it's through hierarchical directives (Germany and France) or participative dialogue (Sweden and the Netherlands)	Directive vs. Participative	While Germany and France lean towards directive leadership styles, providing clear instructions and expecting adherence to established procedures, Sweden and the Netherlands embrace participative approaches, prioritizing collaboration and shared decision-making
Decision-Making Roles	In all countries, leaders play a significant role in decision-making processes, though the degree of involvement varies. Whether through centralized decision-making (Germany and France) or through consensus-building (Sweden and the Netherlands), leaders influence strategic decisions	Adaptive vs. Traditional	The United Kingdom demonstrates a more adaptive and flexible leadership style, reflecting its multicultural society and dynamic business landscape. In contrast, countries like Germany and France may adhere more to traditional leadership models
Cultural Adaptation	Leaders demonstrate adaptability to cultural norms and values, adjusting their leadership styles to suit the organizational and societal context. This adaptability is particularly evident in the United Kingdom, reflecting its multicultural environment	Emphasis on Relationship-Building	French leadership places a strong emphasis on diplomacy and relationship-building, reflecting the importance of navigating complex interpersonal dynamics within the organizational hierarchy. This aspect may be less pronounced in other countries
		Consensus-Building	The Netherlands stands out for its pragmatic and consensus-oriented leadership approach, emphasizing open communication and collaboration to foster trust and ownership among employees

Source: developed by author

The comparative analysis of leadership styles in corporate cultures across EU countries highlights the rich diversity of approaches observed within this dynamic region. While hierarchical and authoritative leadership styles are prevalent in some countries like Germany and France, others, such as Sweden and the Netherlands, embrace more participative and egalitarian approaches. Understanding the nuances of leadership styles within different cultural contexts is essential for multinational corporations operating in the EU, as it enables them to navigate the complexities of cross-cultural management and leverage cultural diversity as a source of competitive advantage. By embracing cultural sensitivity and adaptability, organizations can foster

inclusive and effective leadership practices that drive organizational success in the diverse and dynamic EU market.

Organizational Structures. Organizational structures within corporate cultures across European Union (EU) countries exhibit diverse configurations, reflecting varying cultural values, historical legacies, and economic contexts. This comparative analysis explores the predominant organizational structures observed in selected EU countries, highlighting similarities and differences and examining their implications for organizational dynamics.

Germany. In Germany, organizational structures often reflect a strong emphasis on hierarchy, stability, and formalization. Many German companies adopt a traditional hierarchical model, with clear lines of authority and well-defined roles and responsibilities. Decision-making tends to be centralized, with senior management playing a prominent role in setting strategic direction and overseeing operations. This structured approach aligns with cultural values of orderliness, efficiency, and respect for authority.

Sweden. Conversely, Sweden embraces more decentralized and flexible organizational structures, reflecting cultural values of egalitarianism, innovation, and collaboration. Swedish companies often adopt flat hierarchies, with an emphasis on empowerment and employee autonomy. Decision-making is distributed across various levels of the organization, allowing for greater agility and adaptability in response to changing market conditions. This participative approach fosters a culture of openness, transparency, and trust.

France. In France, organizational structures tend to be more hierarchical and centralized, mirroring cultural values of respect for authority and adherence to established norms. Many French companies have a pyramidal structure, with power concentrated at the top and limited autonomy granted to lower-level employees. Decision-making processes can be bureaucratic and slow-moving, with a strong emphasis on formal procedures and protocol. This structured approach reflects a preference for stability and orderliness within the organizational environment.

United Kingdom. The United Kingdom exhibits a diverse range of organizational structures, reflecting its multicultural society and dynamic business landscape. While traditional hierarchical structures are prevalent in some sectors, such as finance and law, there is also a growing trend towards flatter and more agile organizational models, particularly in industries like technology and creative services. British companies often emphasize flexibility, innovation, and adaptability, seeking to foster a culture of entrepreneurship and creativity.

Netherlands. In the Netherlands, organizational structures are characterized by a pragmatic and consensus-oriented approach. Dutch companies often adopt matrix or network-based structures, emphasizing collaboration, cross-functional teams, and stakeholder engagement. Decision-making processes are often decentralized, with a focus on consensus-building and participative leadership. This flexible approach aligns with cultural values of tolerance, pragmatism, and inclusivity, promoting a culture of openness and cooperation.

On the basis of the conducted research, we systematized common features and differences of organizational structures in corporate cultures by country (table 2).

Table 2. Common features and differences of organizational structures in corporate cultures across EU countries

Common Features		Differences	
Clear Roles and Responsibilities	Across all countries, organizational structures emphasize clarity in roles and responsibilities, ensuring that employees understand their positions within the hierarchy	Hierarchy vs. Flat Hierarchies	Germany and France favor hierarchical structures, emphasizing clear lines of authority and centralized decision-making. In contrast, Sweden, the United Kingdom, and the Netherlands adopt flatter hierarchies, promoting empowerment, autonomy, and decentralization
Decision-Making Processes	While the degree of centralization varies, decision-making processes are integral to organizational structures in each country. Whether centralized (Germany and France) or decentralized (Sweden, United Kingdom, and Netherlands), decisions are made to align with organizational goals and cultural values	Centralized vs. Decentralized Decision-Making	While Germany, France, and to some extent the United Kingdom lean towards centralized decision-making, Sweden and the Netherlands prioritize decentralization and participative leadership. This difference influences the speed of decision-making and responsiveness to market changes
		Formalization vs. Flexibility	Organizational structures in Germany and France tend to be more formalized, with strict adherence to established procedures and protocols. Conversely, Sweden, the United Kingdom, and the Netherlands embrace flexibility, allowing for greater agility and adaptability to changing environments
Alignment with Cultural Values	Organizational structures in each country reflect underlying cultural values. Whether it's respect for authority (Germany and France), egalitarianism (Sweden), adaptability (United Kingdom), or inclusivity (Netherlands), structures are designed to resonate with cultural norms	Emphasis on Collaboration	The Netherlands stands out for its emphasis on collaboration and stakeholder engagement, reflected in matrix or network-based structures. This collaborative approach fosters cross-functional teams and consensus-building, promoting openness and cooperation within the organization
		Innovation and Creativity	The United Kingdom places a strong emphasis on innovation and creativity in its organizational structures, particularly in industries like technology and creative services. This focus on agility and entrepreneurship drives the adoption of more agile and adaptive models

Source: developed by author

The comparative analysis of organizational structures in corporate cultures across EU countries underscores the diversity of approaches observed within this dynamic region. While some countries, like Germany and France, exhibit more centralized and hierarchical structures, others, such as Sweden and the Netherlands, embrace more decentralized and flexible models. Understanding the nuances of organizational structures within different cultural contexts is essential for multinational corporations operating in the EU, as it enables them to adapt their organizational practices to suit local preferences and leverage cultural diversity as a source of competitive advantage. By embracing cultural sensitivity and flexibility, organizations can build more

inclusive and effective organizational structures that foster innovation, collaboration, and sustainable growth in the diverse and dynamic EU market.

Communication Patterns. Communication patterns within corporate cultures across European Union (EU) countries exhibit a diverse range of approaches, influenced by cultural values, historical contexts, and societal norms. This comparative analysis explores the predominant communication patterns observed in selected EU countries, highlighting both similarities and differences and examining their implications for organizational dynamics.

Germany. In Germany, communication patterns often reflect a preference for directness, clarity, and professionalism. German corporate culture values precision and efficiency in communication, with an emphasis on clear objectives, structured discussions, and well-defined roles. Communication tends to be task-oriented, focusing on achieving specific goals and objectives. While formalities are respected, there is also an expectation of transparency and honesty in communication exchanges.

Sweden. Conversely, in Sweden, communication patterns are characterized by a more egalitarian and inclusive approach. Swedish corporate culture values open dialogue, active listening, and consensus-building. Communication tends to be participative, with an emphasis on collaboration and mutual respect. Swedish companies often prioritize informal communication channels, such as team meetings and open forums, to encourage sharing of ideas and perspectives. Additionally, Swedes place a high value on work-life balance, leading to a more relaxed and informal communication style in the workplace.

France. In France, communication patterns are influenced by a strong emphasis on hierarchy, formality, and diplomacy. French corporate culture values politeness, etiquette, and respect for authority in communication exchanges. Language is often formal and indirect, with an emphasis on maintaining harmony and avoiding confrontation. Decision-making processes may involve extensive discussions and consensus-building among stakeholders, reflecting a preference for inclusivity and collaboration.

United Kingdom. The United Kingdom exhibits a diverse range of communication patterns, reflecting its multicultural society and dynamic business landscape. While British corporate culture values clarity, professionalism, and efficiency in communication, there is also an appreciation for humor, informality, and adaptability. British companies often prioritize open and transparent communication channels, such as regular team meetings and informal discussions, to facilitate collaboration and innovation.

Netherlands. In the Netherlands, communication patterns are characterized by a pragmatic and direct approach. Dutch corporate culture values honesty, transparency, and efficiency in communication exchanges. Language is often straightforward and to the point, with an emphasis on clarity and precision. Dutch companies prioritize open dialogue and constructive feedback, fostering a culture of openness and trust in communication exchanges.

On the basis of the conducted research, we systematized common features and differences of communication patterns in corporations by country (table 3).

Table 3. Common features and differences of communication patterns in corporations across EU countries

Common Features		Differences	
Professionalism	Across all countries, there is an emphasis on professionalism in communication exchanges. Whether it's directness (Germany), inclusivity (Sweden), formality (France), clarity (United Kingdom), or honesty (Netherlands), professionalism is valued in conveying messages effectively	Directness vs. Indirectness	There's a spectrum of directness in communication across countries. Germany and the Netherlands tend to favor direct communication, while France prefers indirectness to maintain harmony and avoid confrontation. Sweden and the United Kingdom fall somewhere in between, balancing directness with inclusivity and adaptability
Respect	Respect for others is a common feature in communication patterns across countries. Whether it's respecting hierarchical structures (Germany and France), valuing collaboration (Sweden), appreciating diversity (United Kingdom), or fostering trust (Netherlands), respect forms the foundation of effective communication	Formality vs. Informality	The level of formality in communication varies across countries. France values formal language and etiquette, reflecting respect for authority and hierarchy. In contrast, the United Kingdom embraces informality and humor to facilitate open dialogue and innovation. Sweden and the Netherlands adopt a more balanced approach, combining professionalism with informality to promote collaboration and transparency
Efficiency	Efficiency is another common feature, with a focus on achieving communication objectives in a timely manner. Whether it's through structured discussions (Germany), informal channels (Sweden), consensus-building (France), open dialogue (United Kingdom), or straightforward language (Netherlands), efficiency is valued in optimizing communication processes	Emphasis on Collaboration	Collaboration is emphasized in communication patterns, particularly in Sweden, the United Kingdom, and the Netherlands. While Sweden prioritizes inclusivity and consensus-building, the United Kingdom and the Netherlands emphasize open dialogue and constructive feedback to foster trust and cooperation within the organization
		Cultural Adaptation	Communication patterns are adapted to cultural norms and values in each country. Whether it's precision and efficiency (Germany), egalitarianism and work-life balance (Sweden), hierarchy and diplomacy (France), diversity and adaptability (United Kingdom), or honesty and trust (Netherlands), communication reflects cultural preferences and priorities

Source: developed by author

The comparative analysis of communication patterns in corporate cultures across EU countries highlights the diversity of approaches observed within this dynamic region. While some countries, like Germany and France, exhibit more formal and structured communication patterns, others, such as Sweden and the Netherlands, embrace more informal and participative approaches. Understanding the nuances of communication patterns within different cultural contexts is essential for multinational corporations operating in the EU, as it enables them to navigate cross-cultural interactions effectively and leverage cultural diversity as a source of competitive advantage. By embracing cultural sensitivity and adaptability, organizations can build more inclusive and effective communication strategies that foster collaboration, innovation, and sustainable growth in the diverse and dynamic EU market.

Decision-Making Processes. Decision-making processes within corporate cultures across European Union countries exhibit diverse approaches, influenced by cultural values, organizational structures, and historical contexts. This comparative analysis explores the predominant decision-making processes observed in selected EU countries, highlighting similarities and differences and examining their implications for organizational dynamics.

Germany. In Germany, decision-making processes often follow a methodical and consensus-oriented approach. German corporate culture values thorough analysis, careful consideration of alternatives, and risk mitigation in decision-making. Decisions are typically made through a hierarchical process, with input from various stakeholders and a focus on achieving consensus among key decision-makers. While this approach may result in slower decision-making, it also promotes buy-in and commitment from all involved parties.

Sweden. Conversely, in Sweden, decision-making processes are characterized by a more decentralized and participative approach. Swedish corporate culture values inclusivity, transparency, and collaboration in decision-making. Decisions are often made through a consultative process, involving input from employees at all levels of the organization. Swedish companies prioritize consensus-building and empowerment, allowing employees to contribute their perspectives and ideas to the decision-making process. This approach fosters a sense of ownership and commitment among employees.

France. In France, decision-making processes are influenced by a strong emphasis on hierarchy and formalization. French corporate culture values authority, expertise, and adherence to established norms in decision-making. Decisions are typically made by senior management or a designated authority, with limited input from lower-level employees. While this centralized approach may facilitate efficiency and clarity, it can also result in a lack of flexibility and innovation in decision-making.

United Kingdom. The United Kingdom exhibits a diverse range of decision-making processes, reflecting its multicultural society and dynamic business landscape. While traditional hierarchical structures are prevalent in some sectors, such as finance and law, there is also a growing trend towards more agile and adaptive decision-making models, particularly in innovative industries like technology and creative services. British companies often prioritize flexibility, innovation, and adaptability, seeking to empower employees and foster a culture of entrepreneurship and creativity.

Netherlands. In the Netherlands, decision-making processes are characterized by a pragmatic and consensus-oriented approach. Dutch corporate culture values inclusivity, transparency, and collaboration in decision-making. Decisions are often made through a consultative process, involving input from stakeholders across the organization. Dutch companies prioritize open dialogue and constructive debate, seeking to reach consensus and align on the best course of action. This approach fosters a culture of trust and cooperation within the organization.

On the basis of the conducted research, we systematized common features and differences on Decision-making processes in corporations by country (table 4).

Table 4. Common features and differences on decision-making processes in corporations across EU countries

Common Features		Differences	
Inclusivity	Decision-making processes in all countries prioritize inclusivity to some extent. Whether through hierarchical structures (Germany and France) or participative approaches (Sweden, United Kingdom, and Netherlands), stakeholders at various levels are involved in the decision-making process	Hierarchy vs. Decentralization	There's a spectrum of centralization in decision-making processes across countries. Germany and France lean towards hierarchical and centralized decision-making, with senior management or designated authorities making decisions. In contrast, Sweden, the United Kingdom, and the Netherlands adopt more decentralized and participative approaches, involving stakeholders at various levels in the decision-making process
Transparency	Transparency is another common feature, with decision-making processes aiming to be transparent and open. Whether it's through clear communication (Germany and Netherlands) or consultative processes (Sweden, United Kingdom, and Netherlands), transparency fosters trust and accountability within the organization	Emphasis on Formalization	Decision-making processes in France tend to be more formalized, with adherence to established norms and procedures. This formalization may facilitate efficiency and clarity but can also limit flexibility and innovation. In contrast, countries like Sweden and the Netherlands prioritize pragmatism and adaptability in decision-making, seeking to foster a culture of trust and cooperation
Consensus-Building	Consensus-building plays a significant role in decision-making processes across countries. Whether it's through thorough analysis (Germany), collaborative efforts (Sweden and Netherlands), or adaptive models (United Kingdom), reaching consensus helps align stakeholders and promote commitment to decisions	Agility and Innovation	The United Kingdom stands out for its emphasis on agility and innovation in decision-making processes, particularly in innovative industries. British companies prioritize flexibility and adaptability, empowering employees to contribute their ideas and drive entrepreneurship and creativity
		Consensus vs. Efficiency	While consensus-building is valued across countries, the balance between consensus and efficiency varies. In countries like Germany and France, consensus is sought through hierarchical processes, which may result in slower decision-making. In contrast, Sweden, the United Kingdom, and the Netherlands prioritize efficiency alongside consensus-building, seeking to balance inclusivity with agility and responsiveness to market changes

Source: developed by author

The comparative analysis of decision-making processes in corporate cultures across EU countries highlights the diversity of approaches observed within this dynamic region. While some countries, like Germany and France, exhibit more centralized and hierarchical decision-making processes, others, such as Sweden and the Netherlands, embrace more decentralized and participative approaches. Understanding the nuances of decision-making processes within different cultural contexts is essential for multinational corporations operating in the EU, as it enables them to adapt their decision-making strategies to suit local preferences and leverage cultural diversity as a source of competitive advantage. By embracing cultural

sensitivity and adaptability, organizations can build more inclusive and effective decision-making processes that foster innovation, collaboration, and sustainable growth in the diverse and dynamic EU market.

Conclusions. The comparative analysis of corporate culture in EU countries reveals a nuanced interplay between national culture, organizational dynamics, and management practices. While certain countries exhibit commonalities in leadership styles, organizational structures, communication patterns, and decision-making processes, significant variations exist across cultural contexts. Recognizing and navigating these cultural differences is essential for multinational corporations seeking to operate effectively within the EU, requiring a nuanced understanding of local cultural norms and values. By embracing cultural sensitivity and adaptability, organizations can leverage the richness of diversity within the EU to drive innovation, collaboration, and sustainable growth.

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CHAPTER 2

LEGAL RELATIONS: FROM THEORY TO PRACTICE

INHERITANCE RELATIONS IN UKRAINE: PRACTICAL ASPECT

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Abstract. Inheritance laws are fundamental components of legal systems worldwide, shaping the transfer of wealth and property from one generation to the next. In Ukraine, the legal framework governing inheritance is delineated by the Civil Code and ancillary statutes. This article embarks on a comprehensive exploration of inheritance law in Ukraine, aiming to elucidate its complexities and practical implications. Drawing upon a rich array of legal sources, including the Civil Code of Ukraine and relevant scholarly literature, the study delves into various dimensions of inheritance law. It navigates through the historical evolution of inheritance practices, tracing their origins from ancient customs to contemporary legal regimes. By examining the historical context, the article illuminates how societal values and cultural norms have shaped the development of inheritance law over time. Central to the discussion are the principles governing inheritance rights and obligations. Through a meticulous analysis of legal provisions, the article delineates the rights of heirs, the process of inheritance succession, and the mechanisms for protecting inherited assets. It underscores the importance of ensuring fairness and equity in the distribution of inheritance, while also recognizing the autonomy of individuals to dispose of their assets through wills. Moreover, the study explores the intricacies of inheritance procedures in Ukraine, including the determination of heirs, the acceptance or rejection of inheritance, and the resolution of disputes over inherited property. It examines the role of legal entities, such as the state, in the inheritance process and considers the implications of cross-border inheritance cases. Beyond the theoretical framework, the article delves into the practical ramifications of inheritance law. It discusses the challenges and complexities faced by individuals and families in navigating the inheritance process, including issues related to will validity, disputes among heirs, and the protection of inherited assets. Ultimately, this article aims to provide a comprehensive understanding of inheritance law in Ukraine, shedding light on its legal principles, procedural intricacies, and practical implications. By elucidating the complexities of inheritance law, the study seeks to contribute to the ongoing discourse on legal succession and property rights, while also informing legal practice and policy development in Ukraine and beyond.

Keywords: assets, beneficiaries, Civil Code, estate planning, inheritance law, legal framework, probate process, property rights, succession, testator, wills.

JEL Classification: K11; K36

Formulas: 0; **fig.:** 0; **table:** 0; **bibl.:** 11

Introduction. In Ukraine, the laws and practices governing inheritance are shaped by a blend of historical legal traditions and contemporary legislative frameworks. Understanding these relations is crucial for individuals and families navigating the process of transferring assets from one generation to the next. This introduction outlines the key elements of inheritance law in Ukraine, emphasizing the practical implications for those involved in inheritance processes.

Inheritance in Ukraine is primarily regulated by the Civil Code of Ukraine and the Family Code of Ukraine, which detail the legal procedures, rights, and obligations of heirs and testators. The country's legal system recognizes both testamentary succession (via a will) and intestate succession (in the absence of a will). Each type of succession carries specific procedural requirements and potential challenges that can significantly impact the distribution of an estate.

Key issues in Ukrainian inheritance law include the determination of heirs, the division of estate assets, and the resolution of disputes that may arise during the inheritance process. Additionally, Ukraine's legislation provides for the obligatory share for certain categories of heirs, such as minors or disabled dependents, which cannot be excluded even by a will. This aspect ensures a level of financial protection for the deceased's closest relatives but also introduces complexity in estate planning and execution.

Moreover, the practical aspects of inheritance in Ukraine are influenced by ongoing legal reforms and the evolving socio-economic landscape. The introduction of digital solutions for legal transactions, including electronic wills and remote legal consultations, is transforming traditional practices, making the inheritance process more accessible but also raising new legal questions and challenges.

Literature review. The inheritance laws in Ukraine have evolved significantly over the past decades, reflecting broader socio-economic changes and shifts in legal paradigms. This literature review synthesizes key sources that examine the practical aspects of inheritance law in Ukraine, focusing on the legislative framework, challenges in the inheritance process, and recent legal reforms. It draws from a variety of scholarly articles, legal commentaries, and reports to provide a comprehensive overview of the topic.

Scholars such as Shevchenko and Poberezhny (2018) provide detailed analyses of the Ukrainian Civil and Family Codes, emphasizing the codes' foundational roles in structuring the legal processes of inheritance. These works often compare Ukrainian practices with those of other Eastern European countries to highlight unique features and common challenges in post-Soviet legal systems.

Studies by Moroz and Kolodin (2020) explore the concept of mandatory heirship rights in Ukraine, which protect certain categories of heirs by ensuring they receive a minimum portion of the estate. This principle is contrasted with more flexible inheritance systems in Western Europe and North America, where testamentary freedom is more pronounced.

Research by Kovalenko (2019) focuses on the practical difficulties encountered in estate administration, particularly when dealing with complex asset structures or

when executors are either unwilling or unable to perform their duties effectively. These studies call for more streamlined procedures and clearer guidelines for executors.

Articles by Lytvyn and Hryshchenko (2021) delve into the frequent legal disputes arising from inheritance cases, especially in the context of intestate successions or contested wills. The authors suggest mediation and other non-litigious solutions as potential methods to reduce the burden on the Ukrainian judicial system.

Analysis by Derevyanko and Ivanyuk (2022) examines the impact of recent legal reforms intended to simplify and modernize the inheritance process. These reforms include the introduction of digital wills and the ability to register inheritance rights online, which have been crucial during times of public health restrictions.

Studies by Bondarenko and Ponomarenko (2020) discuss the adoption of digital tools in legal practices related to inheritance. They evaluate the effectiveness of these tools in making legal services more accessible and efficient but also caution about the risks associated with data security and digital divides.

Aims. The purpose of this article is to study the peculiarities of inheritance under the legislation of Ukraine. This article will discuss the main principles of inheritance law in Ukraine, including how Ukrainian law regulates the rights of heirs, as well as unique aspects of inheritance procedures in Ukraine. Investigating these issues, the article aims to provide a comprehensive understanding of the legislative framework of inheritance in Ukraine and shed light on its practical significance for individuals.

Methodology. For a comprehensive study of inheritance law in Ukraine, the authors used a multi-aspect research methodology. First, the study is based on a thorough study of legal texts, in particular the Civil Code of Ukraine, to clarify the legislative framework that regulates inheritance. By carefully analyzing the relevant legal norms, the authors have identified the key principles, rights and obligations related to inheritance rights and procedures.

In addition to legal sources, the study draws on scholarly literature to contextualize the legal framework within broader societal and historical perspectives. This involves reviewing scientific articles, books and other publications by legal scholars who have researched various aspects of inheritance law in Ukraine. Summarizing the conclusions of legal science, the authors enrich the analysis and provide a detailed understanding of the practice of inheritance in the country.

In addition, the research methodology includes a qualitative analysis of examples or precedents that can illustrate practical applications or problems in the inheritance process. By examining real-life scenarios or litigation, the authors explore how inheritance laws are implemented and interpreted in practice.

Overall, the combination of legal analysis, scientific review, and qualitative examples enabled the authors to comprehensively explore inheritance law in Ukraine, offering an understanding of its legal principles, procedural subtleties, and practical implications.

Results. When considering the theoretical components of inheritance rights, it is impossible to ignore the historical context. After all, the legal nature of inheritance rights is rooted in ancient customs and traditions, which have undergone changes over time in accordance with the needs of society. Each civilization had its own unique

system of inheritance, which was formed based on the cultural, social and religious characteristics of the societies of that time. Thus, in accordance with the provisions of Roman law, a strict regulation of the methods of distribution of inheritance was provided based on a certain sequence and a clear delineation of the rights of the heirs [1]. In ancient Greece, first of all, care was taken to ensure that inheritance rights belonged only to legitimate male heirs [2]. In fact, these ancient inheritance systems laid the foundation for the more complex and multifaceted inheritance laws that exist today.

Currently, almost all countries have developed legal systems that ensure equal distribution of inheritance between male and female family members, regardless of social status. This change was driven by the recognition that everyone is entitled to their fair share of inheritance, regardless of their background or status. In addition, primogeniture has been abolished by many jurisdictions, which now grant equal rights to each child to inherit regardless of birth order or sex. In addition, modern inheritance laws increasingly recognize the importance of personal will, choice and individual autonomy, allowing individuals to distribute their assets according to their wishes through wills [3]. Moreover, with globalization and increased movement between countries, there are also laws governing cross-border inheritance cases. All this indicates that the legal nature of inheritance rights continues to change and adapt to the needs and values of society.

When considering the issue of the "right to inheritance", it is important to determine its nature: whether the right to inherit property is a civil right or is it still a natural right. Carrying out a historical excursion, one can safely assert that the right to inherit property from a deceased person was allowed earlier than the right to create wills, so inheritance is a natural human right.

The legal nature of the right to inheritance is one of the key concepts of the science of law, which deals with the regulation of ownership and division of property, as well as issues related to property in the event of a person's death. From a legal point of view, the right to inherit means the right of a person to take possession of the property and other assets of another person after his death according to the rules specified in the laws relating to inheritance [4].

The cornerstone of inheritance law is the provision on recognition of heirs by law, defined by Articles 1258-1267 of the Civil Code of Ukraine. These include a wide range of persons, such as the testator's children, grandchildren, great-grandchildren, spouses, parents (including adoptive parents), siblings, and grandparents, all of whom are eligible to inherit by default. In addition, Ukrainian legislation expands the definition of legal heirs, including persons who lived with the testator in the same family for at least five years prior to the opening of the inheritance. It should be noted that the Civil Code of Ukraine goes further by guaranteeing a mandatory share for certain individuals, which serves as a legal guarantee to prevent complete disinheritance of close family members, reflecting the country's commitment to family support and continuity. This mandatory share is the embodiment of the principles set forth in Article 1241 of the Civil Code of Ukraine, which clearly defines the list of persons entitled to such a claim [5].

According to the order of inheritance adopted in Ukraine, which provides that the sequence of inheritance is determined by the Civil Code, the legislation of Ukraine also determines the legal capacity of the heirs regarding certain sets of legal succession and property rights. A crucial element here is the clear recognition of the rights of the heirs to demand compensatory obligations from the deceased, such as damages, non-pecuniary damages and payment of penalties, as provided by law. This rule is a manifestation of the principle of universal legal succession and explains that after the death of the owner, the heirs enter the legal position of the deceased, that is, they begin to own and exercise all rights and obligations regarding the property of the testator. [6] In addition, when it comes to immovable property, Ukrainian law follows the principle of *lex rei sitae*, [7] that is, the right to inherit immovable property is governed by the law of the country where the property is located, which is a common practice in international inheritance law. [8].

It is interesting that the heirs can be both individuals and legal entities, as well as the state and other subjects of public law. Individuals have an advantage over other entities: they can inherit both by law and by will. Legal entities, the state, other subjects of public law can inherit only if there is a direct indication of this in the will [5].

Another important aspect that also explains the legal nature of the right to inheritance is the principle of free will. Intestate succession is a basic principle in probate law and controls how a person's property is distributed after death. This involves the freedom to make a will and to appoint specific heirs to whom certain property will be given.

It is important to note that there are certain formalities that must be followed when making a will to ensure its validity. The testator (testator) must be sane and of legal age, the will must be made in writing and signed by the testator in the presence of witnesses. Failure to comply with these requirements may result in the will being declared invalid, which may lead to the distribution of the property under the rules of intestate succession.

However, the freedom to make a will is not absolute and is subject to certain legal restrictions, such as the rights of heirs at law, etc.

The discovery of inheritance is the occurrence of certain legal facts that lead to the emergence of inheritance legal relations. At the same time, the discovery of inheritance as a legal fact has two "parametric" features: (1) the time of discovery, (2) the place of discovery. The moment of the start of the inheritance is important because it determines, in particular: • the composition of the inheritance mass • the circle of heirs • the substantive law that will be applied to the inheritance relationship [9].

The place of opening of inheritance, which is of great importance, is usually determined by the last place of residence of the deceased, in accordance with Art. Article 1221 of the Civil Code of Ukraine. But in practice, when the last known place of residence of the testator is not determined, there are rare cases of determining the place of opening of inheritance. In such cases, the opening of the inheritance is tied to the location of the main immovable property or, in its absence, the majority of the movable property [5]. In addition, the order in which legal heirs are called upon to

accept inheritance is clearly structured in Ukraine, reflecting a multi-tiered system that dictates the succession of inheritance rights.

By accepting the inheritance or refusing it, the heir exercises his subjective civil right. The person who has the right to inherit, from the moment of the opening of the inheritance, is not the subject of the same relations as the testator, and, as a result, does not have the same rights. Having accepted the inheritance, the heir receives both privileges (rights) and duties. Therefore, it is wrong to say that the property automatically belongs to the heirs; they must accept it.

Acceptance and rejection of inheritance can be carried out exclusively in relation to the entire inheritance. Heirs do not have the right to accept one part of the inheritance and refuse the other. Acceptance of part of the inheritance by the heir is considered acceptance of the entire inheritance [10].

An application for acceptance of inheritance is one of the ways of exercising the right to inheritance, by means of which a person entitled to inheritance applies to a directly authorized body for the purpose of receiving inheritance. The application must contain information about the heirs and the inherited property. Failure to submit an application for acceptance of inheritance is considered a refusal of inheritance.

According to paragraph 2 of Article 1268 of the Civil Code of Ukraine, the legislator expressly prohibits the acceptance of inheritance with any conditions or reservations [5]. Although the heirs may consider accepting the inheritance based on specific circumstances, such as the exemption from the testator's debts or the waiver of the shares of other co-heirs, the law strictly prohibits the inclusion of such conditions. Acceptance of inheritance must be absolute and without any restrictions. However, heirs are allowed to use certain circumstances to strategically determine the sequence of inheritance in their favor or to influence the amount of property rights that are transferred to other co-heirs.

Heirs do not have the right to make reservations. Consent to inheritance is unconditional. Consent to inheritance also applies to all inherited property belonging to the share of the heirs in the inheritance. Confirmation of acceptance of inheritance is established as a single act, regardless of the nature and location of the inherited property. Thus, confirmation of the right to inherit individual objects (for example, securities, apartments, land plots, etc.) is not required.

Reservations cannot be made by the heirs, as their consent to the inheritance is absolute and unconditional. This consent also applies to all inherited property that is part of the heirs' share in the inheritance. Confirmation of acceptance of inheritance is considered as a single action, regardless of the type or location of the inherited property. Therefore, there is no need to confirm the right of inheritance to specific things, such as securities, apartments or land plots [11].

In other words, the heir does not have the right to accept part of the inheritance and refuse the rest. Therefore, the heir who accepted part of the inheritance is considered to have accepted the entire inheritance. The heir acquires ownership of the property that existed at the time of the testator's death.

The right to accept the inheritance arises from the moment the inheritance is opened, and the law establishes that the testator and the heirs must submit an

application for the acceptance of the inheritance to the notary within six months [5]. There are important circumstances that may prevent the heir from complying with this deadline, for example, objective or insurmountable difficulties. However, if the heirs were able to submit an application without hindrance, but did not exercise their right to inheritance due to the lack of information about the death of the testator, there are no legal grounds for establishing an extended term for accepting the inheritance.

Protection of inherited property from legal or moral violations is covered by the possibility of implementing protective measures. In accordance with Article 1283 of the Civil Code of Ukraine, the protection of the inherited property is carried out in the interests of the heirs, beneficiaries and creditors until they accept the inheritance or until the court decision on the disposition of the inheritance takes legal effect. The protection of the inherited property is effective until the end of the established period for accepting the inheritance or until the court decision on the refusal of the inheritance enters into force. In addition, if the inheritance is acquired both by will and by will, the executor designated by the testator is obliged to take measures to preserve all inherited property, as specified in Article 1284 of the Civil Code of Ukraine [11].

Protecting inherited assets is an important aspect of the probate process. When taking ownership of inherited property, individuals have the right to both protect and use the property. Safeguarding requires taking measures to preserve and ensure the safety of such assets, thereby reducing the risks of damage, loss or destruction. In addition, this protection covers the assertion of property rights. Heirs have the right to exercise their right to protection by applying to the relevant authorities, especially in case of disputes that may arise regarding the inheritance.

The legal framework that regulates inheritance in Ukraine goes beyond the Civil Code and includes various legislative acts. These acts, including the Family Code, the Land Code and laws relating to private international law, business partnerships and copyright, together form the legal landscape for the transfer of rights and obligations after death. Adherence to this complex system is essential for the protection of inheritance rights. In addition, the Civil Code provides for the protection of property interests, in particular the minor children of the deceased. It ensures their right to part of the inheritance, guaranteeing that they receive at least half of what is due to them by law in accordance with Article 1241 of the Civil Code of Ukraine [5].

The protection of the rights of the heirs is ensured by the establishment of inheritance legal relations, which are terminated from the moment of registration of the inheritance after its opening. In civil law, acceptance by the heir can be done as a way to protect his rights, while general and special ways can serve to protect the rights of the heirs.

Protection of inheritance rights is carried out through lawsuits, which include acceptance of inheritance, special cases, such as removal from the right to inheritance, invalidation of a will, recognition of the right to a mandatory share in the inheritance. The implementation of civil law is based on the provision of inheritance rights, which guarantees the value and integrity of civil law.

Discussion. Ways of protecting the rights of the heirs include depriving the heir of the inheritance, declaring the will invalid, recognizing the mandatory share in the

inheritance as a right, reducing the size of the mandatory share in the inheritance and giving the executor the power to influence testamentary orders. In addition, the law provides that wills can be declared invalid; the executor may lose his powers under certain circumstances, the procedure for acquiring the right to inheritance may be changed; the deadline for acceptance of inheritance may be renewed, errors in documents confirming the right to inheritance may be corrected, and wills may be declared invalid.

There are certain conditions and restrictions for declaring a will invalid in favor of the rights of the heirs. At the request of the interested person, the court may declare the will invalid if it is established that it was not made according to the free will of the testator (Part 2 of Article 1257 of the Civil Code). [5] For example, if the court will establish that the will was made by another person, or if it will be established that coercion, deception, violence was used during the execution of such an act, or if the testator was in a state of life-threatening illness, or if the will was made as a result of serious illness. Therefore, this document is non-refundable while these reasons exist.

Inheritance relations among non-residents of Ukraine often present complex challenges, leading to disputes and regulatory issues. One significant concern is the potential for double taxation on inherited assets located in different jurisdictions. Non-resident heirs may face tax liabilities in both their home country and Ukraine, complicating the inheritance process and potentially diminishing the value of the estate. Resolving double taxation issues requires careful consideration of international tax treaties and bilateral agreements to mitigate tax burdens and ensure equitable treatment for non-resident heirs.

Furthermore, the lack of harmonization in inheritance laws between Ukraine and other countries can exacerbate regulatory problems. Varying legal frameworks governing inheritance in different jurisdictions can lead to conflicts of law, jurisdictional disputes, and ambiguity regarding the distribution of assets. Non-resident heirs may encounter difficulties navigating the complex interplay of legal systems, potentially resulting in protracted legal proceedings and costly litigation.

Moreover, the absence of uniform regulations for cross-border inheritance cases poses additional challenges. Without clear guidelines or standardized procedures, non-resident heirs may struggle to assert their inheritance rights, particularly if they encounter resistance from local authorities or competing claimants. This lack of regulatory clarity can impede the timely and efficient resolution of inheritance disputes, causing undue hardship for beneficiaries and complicating the settlement of estates.

To address these issues, efforts to harmonize international inheritance laws and streamline cross-border inheritance procedures are essential. Enhanced cooperation between jurisdictions, facilitated through international agreements and legal frameworks, can help mitigate disputes and ensure equitable treatment for non-resident heirs. Additionally, providing comprehensive guidance and resources for navigating cross-border inheritance cases can empower beneficiaries to assert their rights effectively and facilitate the orderly transfer of assets across borders.

In conclusion, the existence of disputes and regulatory problems in inheritance relations among non-residents of Ukraine underscores the need for enhanced

international cooperation and regulatory harmonization. By addressing issues such as double taxation and legal discrepancies between jurisdictions, policymakers can facilitate smoother inheritance processes and ensure fair treatment for all parties involved.

Conclusion. In recent years, the increase in the value of inheritance law as a regulator of the legal succession mechanism is due primarily to an increase in the quantitative composition of objects that, under the new legislation, can be owned by a natural person, with the subsequent possibility of passing into the inheritance with the onset of a legal fact - the death of a natural person (the testator). The next factor is the globalization of inheritance relations, when a foreign citizen can become a testator of property on the territory of Ukraine more and more often. All of the above may indicate a growing interest in the legal regulation of inheritance relations.

The Ukrainian legal system provides equal inheritance rights to all heirs, regardless of the status of the person or the attitude towards the heir. The legislator made it possible for the heirs not to take part in the inheritance if they do not want to be responsible for it. This is especially important when the potential heir does not want to accept the inheritance because of his obligations and for other reasons. However, Ukrainian legislation on inheritance is quite complex and ambiguous and can lead to errors and conflicts in the process of registration of inheritance.

To improve inheritance legislation in Ukraine, a better approach may be based on ensuring greater clarity, fairness and efficiency in overseeing inheritance-related matters. It is also important to protect the interests of minors and people with disabilities, streamline the inheritance distribution process, and ensure compliance with all the requirements necessary for the execution of a will.

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THE ADEQUACY OF THE LAWS REGULATING ELECTRONIC BUSINESS IN JORDAN

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Abstract. *The rapid advancement in communication and information technology has significantly reshaped the landscape of electronic business, encompassing e-government, e-commerce, and digital consumer interactions that transcend global boundaries. This development has necessitated a parallel evolution in legal frameworks worldwide to address the new realities of digital transactions and governance. The Hashemite Kingdom of Jordan, recognizing the imperative to adapt to this dynamic environment, has embarked on updating its legislative structures to better align with the emerging demands of the electronic business sector. This research aims to critically examine the current legal provisions in Jordan governing electronic business, assess their effectiveness, and explore potential gaps that may hinder the sector's development. Furthermore, the study will consider international treaties and agreements that Jordan could potentially join to bolster its electronic business sector and attract more investment. By comparing Jordan's legislative adaptations with global legal trends, this study seeks to highlight best practices and propose recommendations for enhancing Jordan's legal framework for electronic business. Additionally, the research will delve into judicial applications relevant to the electronic business to provide a comprehensive overview of the legal landscape and its practical implications. The analysis has revealed that the national laws need to be continuously updated to incorporate emerging technologies and new business practices. This is especially critical in areas like electronic privacy, data protection, consumer protection in the digital space, and the regulation of electronic signatures and transactions. Furthermore, despite Jordan's efforts to adapt its legal system to support electronic business, there is a pressing need for more comprehensive legislation that covers all aspects of the digital economy, including but not limited to, e-government services, e-commerce, and cybersecurity. Internationally, while Jordan has engaged with some treaties and global norms, there is a broader scope for integration into international legal frameworks that govern electronic commerce. Such engagement would not only enhance the legal robustness of Jordan's electronic business sector but also build investor confidence and facilitate smoother international transactions. As Jordan continues to develop its digital economy, it is imperative that its legal framework evolves correspondingly to support sustainable growth, protect stakeholders, and ensure compliance with international legal standards. This will not only benefit the local economy but also position Jordan as a competitive player in the global digital marketplace.*

Keywords: *electronic business law; Jordanian legislation; e-commerce regulations; e-government; international legal treaties; digital commerce; legal reform in Jordan.*

JEL Classification: K24; K32

Formulas: 0; **fig.:** 1; **table:** 0; **bibl.:** 10

Introduction. The nature of electronic business the term (electronic business) - which is often referred to as (e-Business) - means all commercial activities that use information and communication technology such as the Internet, communications, etc. The term electronic business includes all other electronic activities such as: E-government - e-commerce - e-marketing - electronic communications, including e-mail - e-payment - B2B) which is the exchange of products and services between companies, groups and individuals, as it can be seen as one of the basic activities in any business. E-commerce focuses on the use of information and communication technology to enable companies to benefit from external activities and relationships with individuals, groups and other businesses.

There is no doubt that the concept of electronic business changes from the science of management to the science of law and from the science of law to the science of economics and commerce to other related sciences (Figure 1).

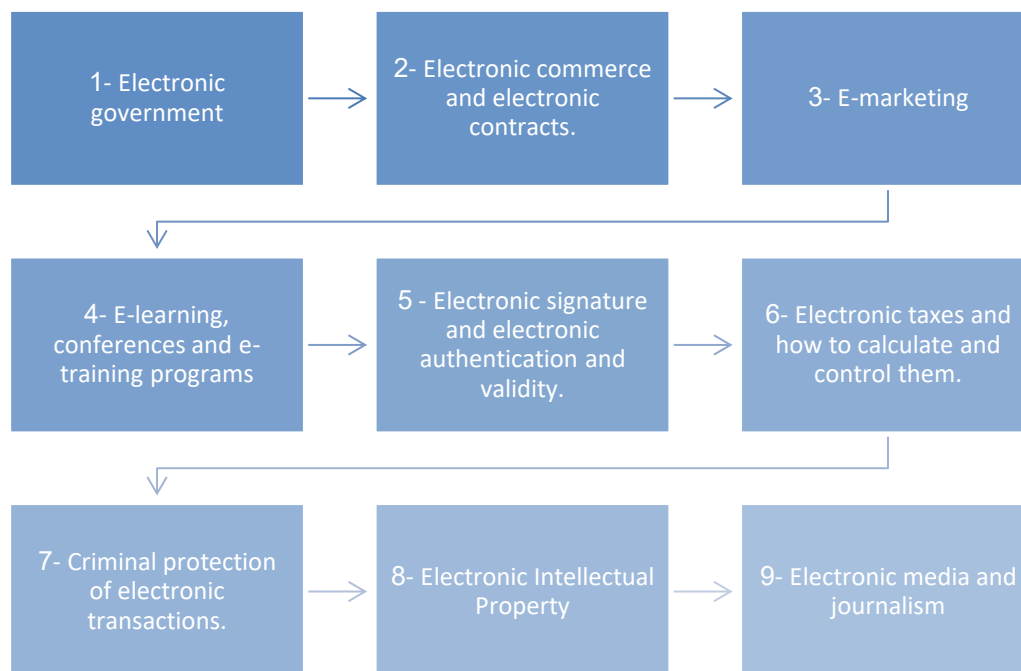


Figure 1. Evolution of Electronic Business Law

Source: developed by author

There is no doubt that the growing dependence on the Internet has become evident and clear in the uses of governments, the public sector and the private sector in an accelerated and competitive manner.

It also appears from the data that the regions that have the largest percentage of Internet users are the same that have the highest penetration rates of active social network users.

The data also shows that the regions that have the largest percentage of Internet users are the same that have the highest penetration rates of active social network users, as the North America region comes first with 56 percent, followed by Western Europe with 44 percent, while the East region occupies the first place. Middle East ranked ninth with 24 percent.

As for the Hashemite Kingdom of Jordan, the number of users of social networks - which is considered a major outlet for electronic commerce and other electronic businesses such as electronic marketing and others - is 3,200 million users, and the percentage of Internet users in the Kingdom is 5.6 million users, with a rate of 73% of the population of Jordan, in addition to 11 million A mobile phone user, which is a large percentage of the population and an indicator of the strength of electronic business uses in the Kingdom.

The United Nations Committee on International Trade Law has noted the importance of having a model law that can be guided and referred to in the event of a desire to organize a national law that governs such relations, so the Committee established the UNCITRAL Model Law on Electronic Commerce (1996), and there is no doubt that this law is a model and a template to be used and not compulsory. However, we have seen many countries of the world, including Arab countries, have taken it literally without scrutiny or national legal treatment.

There is no doubt that this law seeks to unify the legal terminology in this modern branch of law due to the different legal schools of jurisprudence between the Anglo-Saxon and the Latin.

That committee also had a prominent role in the UNCITRAL Model Law on Electronic Signatures (2001), and the work of the committee culminated in the United Nations Convention on the Use of Electronic Communications in International Contracts (New York 2005).

For jurists, the Convention is better than the Model Law due to its binding force in relation to the ratifying countries and its practical applications in the future, whether judicially, through the rulings that will be issued when they apply to the presented disputes.

Despite the existence of these model laws and international treaties related to electronic business, the balance is still preponderant for national laws in the matter of resolving and resolving electronic business disputes, as the national laws include the legal rules that must be applied in the event that the national law is the applicable law, and therefore we find entire laws that have been Its issuance of these electronic works and amendments to other laws to keep pace with these works, such as the government procurement law, contracting contracts, customs and tax laws, and even consumer protection laws...etc.

Literature Review. The digitization of business practices, accelerated by global connectivity and technological advancements, has significantly impacted legislative frameworks worldwide. We synthesizes research on the legal challenges and developments in electronic business, with a focus on Jordan, comparing it to global trends and standards.

Sources like the United Nations Commission on International Trade Law (UNCITRAL) provide a foundational perspective on the international standards for electronic commerce. The UNCITRAL Model Law on Electronic Commerce (1996) and the Model Law on Electronic Signatures (2001) are frequently cited as benchmarks for assessing national legislation (UNCITRAL, 1996, 2001).

These model laws aim to offer a balanced legal framework that can be adapted to the specific needs and conditions of individual countries, promoting a uniform approach to e-commerce that facilitates international trade.

The EU's approach, particularly the General Data Protection Regulation (GDPR) and the Digital Single Market strategy, serves as a critical reference point for assessing Jordan's legislative alignment with global data protection standards and e-commerce regulations (European Commission, 2018).

Studies by Al-Bakri (2019) and Shawabkeh (2020) analyze the Electronic Transactions Law No. 85 of 2001, noting its pioneering role in the Arab world but also pointing out its limitations in addressing current digital economy complexities.

The law's provisions on electronic signatures, records, and transactions are scrutinized for their adequacy in handling modern e-commerce practices and security concerns.

Research by Odeh (2017) evaluates Jordanian consumer protection laws in the digital age, identifying gaps in consumer rights and data privacy that are not fully covered by current electronic transaction regulations.

Comparative analyses, such as those by Farraj (2021), offer insights into how Jordan's legal frameworks measure against those of other countries in the MENA region and developed countries. These studies often highlight the need for Jordan to enhance its laws to foster a safer and more robust e-commerce environment.

The influence of international treaties on national laws is discussed in contexts such as Jordan's adherence to treaties like the United Nations Convention on the Use of Electronic Communications in International Contracts (New York, 2005). Literature by Abdallah (2018) suggests that while Jordan has made strides in international cooperation, the full integration and implementation of these agreements into local law remain incomplete.

Aims. This research aims to critically examine the current legal provisions in Jordan governing electronic business, assess their effectiveness, and explore potential gaps that may hinder the sector's development.

Methodology. This study employs a descriptive-analytical approach to assess the adequacy of the laws regulating electronic business in the Hashemite Kingdom of Jordan. The focus is on evaluating existing legal frameworks, identifying gaps, and comparing these laws with international standards to propose necessary reforms.

The main Sources for Document Analysis was Jordanian legal documents related to electronic business, including statutes, regulations, and governmental decrees and academic articles, legal commentaries, and reports on electronic business legislation both within Jordan and globally.

Jordan's electronic business laws will be compared to international standards and legislation from other countries that have shown leadership in e-commerce and e-governance. This comparative analysis will help identify best practices and potential areas for legislative enhancement in Jordan.

A detailed examination of the current Jordanian laws will be performed to pinpoint deficiencies and gaps that need to be addressed to support the growth and secure operation of electronic businesses.

The methodology is designed to yield a comprehensive overview of the current state of electronic business laws in Jordan, provide a benchmark against international norms, and recommend specific legislative reforms. These outcomes will contribute to the scholarly literature on electronic business law and guide policymakers in enhancing Jordan's legal framework to better accommodate the needs of the digital economy.

Results. The research will deal with the Jordanian legal system for electronic business in particular and compare these laws with the global legal development, and will try to shed light on judicial applications as needed for research.

In order to address these axes, we will work on dividing the research into two sections:

- the current legislation governing electronic business in Jordan;
- the legislation that can be issued to complete the construction of the legal system in Jordan.

The current legislation governing electronic business in Jordan. Many amendments were issued in the Kingdom to the laws governing electronic business, and an important law was issued that is considered the main reference in this business for the first time in Jordan, which is the Electronic Transactions Law No. (85) for the year 2001, and it is the second Arab legislation to be issued after the law issued in Tunisia, then the Arab countries followed in issuing similar laws.

Contrary to the usual issuance of laws in Jordan, we find that the Jordanian legislator clarified the objectives of this law, including what was stipulated in Article (3) in that it aims to facilitate the use of electronic means in conducting transactions. In fact, the existence of this law legitimizes electronic transactions and businesses and allows them to have legal force through proving the rights and obligations between the parties.

In terms of the scope of application of this law, we find that Article (4) stipulates: The provisions of this law apply to the following:

A- Electronic transactions, electronic records, electronic signature and any electronic information message.

B- Electronic transactions approved by any government department or official institution, in whole or in part.

Thus, we find that the Jordanian Electronic Transactions Law is concerned with electronic business, whether its parties are public law persons or private sector parties (individuals and companies).

With this wide scope for the parties in terms of the scope of application of the law, we find that the Jordanian Electronic Transactions Law included a number of issues directly and exclusively in terms of the topics covered by its scope of application, as stated in Article (6) of it, namely:

A- Contracts, documents and papers that are organized in accordance with special legislation in a specific form or are carried out with specific procedures.

Undoubtedly, this exception was mentioned in response to the legal formality of these contracts, documents and papers, and to protect the rights of the parties to these transactions due to their importance, such as registering real estate at the Department

of Lands and Surveys, vehicles at the Vehicle Licensing Departments, and the registration of commercial ships and commercial aircraft.

B- Securities, except as stipulated in special instructions issued by the competent authorities based on the effective Securities Law.

Here, the law also excluded securities from its scope and left the matter of regulating them to Law No. (76) of 2002, which is the temporary law for securities.

Referring to the aforementioned Securities Law, we find that it defined securities in Article (3) thereof:

Any ownership rights or any indications or data recognized as securities, whether local or foreign. Securities include in particular the following:

- 1- Transferable and negotiable company shares.
- 2- Credit bonds issued by companies.
- 3- Securities issued by the government etc.

Also, Article (4) of the Securities Law stipulates what does not fall within the concept of securities.

Thus, we note that the Jordanian law on electronic transactions is sometimes left to the special laws to consider what is considered one of the necessities of its existence, especially if there is a law that deals with the legal relationship, as an example of securities.

Thus, we note that in addition to the basic law that governs electronic business in the Kingdom, there are other laws that have been amended to keep pace with these actions in the laws previously existing in the Kingdom, and examples of that are:

1- The Jordanian legislator stipulated in Article (72 / C) of the Securities Law No. 23 of 1997 that ((despite what was stated in any other legislation, evidence in securities cases may be evidenced by all methods of proof, including electronic or computer-generated data Telephone recordings, telex and facsimile correspondence (Male).

2- Article (92/b) of the new draft banking law stipulates that ((despite what is stated in any other legislation, proof may be made in banking cases by all means of proof, including electronic data, data issued by computers, or telex correspondence).) And Paragraph C of the same article stipulates that ((banks may keep, for the period specified in the law, a miniature copy (microfilm or other modern technology devices)) instead of the original books, records, statements, documents, correspondences, telegrams, notices and other papers related to their financial business and this copy shall be The miniature is the authenticity of the original in the proof).

Likewise, Paragraph d. From the same article stipulates that ((Banks that use computers or other modern technology devices to organize their financial operations are exempted from organizing trade books required by the effective trade law, and the information learned from those devices or other modern methods are considered commercial books.)) And Paragraph E of this article stated that ((all banking business and financial activities are considered commercial by virtue of their very essence, regardless of the capacity of the contracting customer or dealing with the bank, whether he is civil or commercial, and the provisions of the trade law in effect apply to them, and they are not subject to the provisions of the Murabaha system)) .

3- In the field of intellectual property legislation, Article (3) Paragraph (c) of the Industrial Designs and Models Law No. 14 of 2000 stipulates that ((computer may be used to register industrial designs and industrial models and related data, and the data and documents extracted from it shall be certified by The registrant is an argument against all unless the person concerned proves the opposite)).

4- In Article (3), Paragraph (c) of the Law No. 10 of 2000 on the Protection of Designs for Integrated Circuits, as stipulated in Article (3 / b / 3) of the Trademarks Law No. 33 of 1952 amended by Law No. 34 of 1999 that ((A computer may be used to register trademarks and their data, and the evidence and documents extracted from it certified by the Registrar shall be evidence against all.

5- Communications Law 6- Customs Law 7- Evidence law

8- Civil law and expression of will

As for international treaties, the Kingdom has ratified a number of agreements, perhaps the most important of which are the GATT agreements. The Hashemite Kingdom of Jordan has ratified the Arab Convention on Combating Information Technology Crimes, which was organized under the umbrella of the Arab League in 2010.

The Kingdom ratified this agreement, and the agreement aims to enhance and strengthen cooperation among Arab countries in the field of combating information technology in order to ward off the dangers of these crimes in order to preserve the security and interests of Arab countries and the safety of their societies and individuals.

The agreement stipulates that each state party shall undertake, in accordance with its basic systems or constitutional principles, to implement its obligations arising from the implementation of this agreement in a manner consistent with the principles of equality in the territorial sovereignty of states and non-interference in the internal affairs of other states, and nothing in this agreement allows a state party to undertake territory of another state to exercise jurisdiction and perform functions that are exclusively entrusted to the authorities of that other state by its domestic law.

The agreement also includes imposing penalties for entering, modifying or blocking some information, electronic forgery crimes, interfering with the sanctity of private life, or broadcasting immoral things.

There is no doubt that Jordanian laws can deal with electronic business in general, and if there are shortcomings in these laws, the judge can resort to ordinary general laws to complete any shortcomings or lack of text in electronic laws.

However, and our desire for the Kingdom to always be the forerunner in including laws that are beneficial to invest in these businesses and that are beneficial to the consumer of these businesses, we would like the following topic to include the colors that enhance the Jordanian electronic laws system.

Legislations that can be issued to complete the construction of the legal system in Jordan. Information systems have developed tremendously and rapidly in recent years, and this tremendous development has led to a development in processing and transferring data through computers and information networks, which is called the concept of "information revolution", and information systems control all aspects of life, from medical treatment to Control of planes to the automated bank and e-mail, as it

enables us to access people, information, libraries, and access to services very quickly and without effort or little time, and in return, the spread of the Internet has generated new types of crimes, which are termed "electronic crime", and methods have also arisen. And new tools for committing traditional crimes, which resulted in the difficulty of tracking the crime and its perpetrators, such as theft using credit card information or unauthorized access to e-mail and access to private information through the information network. And the lack of restrictions on movement within the information network, and the punitive legislation can no longer keep up. The development in electronic crime, and it is noted that current legislation and courts are unable to apply certain penalties to crimes committed using electronic means, and in many cases the criminal remains unknown and unreachable for using fake names and websites or undocumented e-mail and other types of tricks using Technical means. Evidence in cybercrime is more difficult, accurate and complex than in traditional crime, as it facilitates the immediate destruction and erasure of electronic data and information, thus erasing the traces and means of committing the crime and the identity of the perpetrator. An information system, and electronic crime has elements that distinguish it from traditional crime, whether in terms of the means used to commit it, the place where it was committed, or the place where the attack took place, which creates difficulty in criminalizing the acts committed by electronic means, whether because the material element required in the legislation in force is not available or not available. The legal element is the criminalization of the act or the non-addressing of the legislation in force for the acts that target an information system or the device Informatics network.

There is no doubt that the follower of legislation in the Kingdom and in other countries will find that there is a shortage that must be completed to confront cybercrime and to cover the new legal branch represented in the Internet law in general, because the saying that our legal system is complete and does not need continuous feeding and coverage of all areas that the Internet law includes in it. A risk to reality, and a complete lack of understanding of the electronic business law, for example, where are the electronic privacy protection laws, the data protection law, the electronic consumer protection law, and the protection of electronic publishing, and where are the laws protecting the domain names of websites and our electronic and digital dispute resolution laws, and the list is very long, but we will try to highlight Deficiency in the law according to the functions of each law.

There are laws for electronic transactions in general, as we saw in the previous section, and for electronic crimes and the resolution of electronic transaction disputes, as well as the law applicable to electronic commerce contracts and the competent courts. In the rest of the laws, we rely in their applications on the ordinary laws related to non-electronic disputes.

As for we have relied on legalization and the development of regulations and legislation, there is a severe shortage and an urgent need to confront the matter, and through our work in this new legal branch since 2001, we have noticed that there is always apprehension

From the issuance of new laws in our Arab countries, and perhaps this is due to the unwillingness to put in place a new law that regulates work that was not implemented by an Arab country before us, and we do not wish to be subject to criticism, although if we start, we can build on what has been achieved and amend any shortcomings in the law, and sometimes we wish For the United Nations to organize an international treaty or a model law as the UNCITRAL Committee does, then we translate it and transfer it to our Arab legal system and often without making an amendment to it, as most Arab countries did in adopting the Model Arbitration Law and it was actually applied, as well as the Model Electronic Transactions Law and some of them, such as the Arab Republic of Egypt, took The UNCITRAL Committee approved the electronic signature law without having a law for electronic transactions.

This hesitation is very noticeable in the inadequacy of our legislative system for the law of electronic business, and therefore we hope through this conference to highlight a recommendation that can be worked on, which is that the Arab countries, under the umbrella of the League of Arab States, seriously and truly activate the law of the Internet, and we are not afraid of amending these laws whenever the need arises. Because this new branch always needs us to keep pace with the accelerating technological developments every once in a while, and this matter does not defect the legal system, but rather raises its level and achieves the well-being and safety for which laws are made.

We can summarize these laws by category to:

- 1) The e-government law, including the provision of services to citizens such as health, education, electronic payments, electronic money, litigation matters, notifications, authoritative electronic actions, information privacy, and the duties of government employees towards preserving citizen data and information, confidentiality of information and transactions etc.
- 2) The laws of electronic commerce and electronic transactions between merchants and companies and with the government and individuals.
- 3) The laws of electronic publishing, electronic journalism, copyright and publisher rights, and various social networking sites...etc.
- 4) Laws for protecting domain names and names on the Internet within the country, because international protection is within the jurisdiction of ICANN.
- 5) The laws of e-learning and e-universities and related matters.
- 6) Laws of crimes against individuals committed by others against their privacy, data and information.
- 7) Electronic Consumer Protection Law.
- 8) The Law of Settlement of Disputes of Electronic Commerce and Electronic Transactions, Electronic Arbitration and Digital Arbitration.
- 9) Digital Signature Law and Authentication Entities.
- 10) A law preventing the disclosure of private information and data by companies about their clients.
- 11) Law preventing the export of data and information outside the country.
- 12) The Law of Electronic Evidence and Electronic Evidence.
- 13) Software and Database Protection Law.

14) The Right to Information Act.

The principle of criminal legality imposes the inadmissibility of criminalization and punishment when the text is absent. Which prevents the perpetrators of harmful behavior or danger to society from being punished by means of a computer (computer) or the Internet; As long as the criminal legislator did not enact the necessary legislation to include this behavior within the circle of criminalization and punishment.

Therefore, the legislator in all Arab countries must keep abreast of the developments that took place in the Arab societies. And the enactment of the necessary legislation to address the phenomenon of information crime.

We have not yet discussed international jurisdiction and legal competence (conflict of laws) because of the great deficiency in our Arab legislation that must exist in order to discuss jurisdiction in general and private international law.

The transformation of the twenty-first century into what can be called a global citizen. The doctrine of the Internet is to protect freedom of speech and the right of everyone to express their opinions, which makes the voices of people from all over the world heard internationally. However, some Internet users mishandled and exploited it, and focused on negative uses that are unacceptable or sometimes illegal, so that the word Internet has become synonymous with pornography and lawlessness for some individuals, and the Internet has always become the innocent suspect in every problem or disaster that befalls the world. Some of these users are either spies who try to eavesdrop on countries, organizations, banks, or individuals in order to violate security, privacy, or sanctities, or punsters who want to display their suspicious goods of pictures and exciting topics on the network, or those who have destructive beliefs or deviant ideas who try to spread them using network or from the twentieth century pirates who found their way through the network. Technological progress has highlighted new types of crime as well as criminals. Advances in various sciences have had an impact on the type of crimes, and the criminal exploited the fruits of these sciences in adapting modern scientific inventions to serve his criminal goals. And not to pursue the law against them and keep pace with the new technology of its legislation. It is a problem of adapting to the era and its variables. This gap, deficiency, or legislative vacuum began to appear as a result of the law's failure to respond to the needs generated by the changes of the era, which necessitates the interpretation of the law to keep pace with these new variables in a way that is compatible with the new technologies that have developed in life, and the pattern of new behaviors. which is radically and fundamentally different from those behaviors that were contemporary with the applicable laws. Criminal law does not always develop at the same speed as modern technology, especially since the texts of traditional criminal law were developed in an era when the Internet had not appeared and the legal problems arising from its use had not yet appeared, which requires jurists to intervene to combat crimes arising from the use of the Internet and confront this deficiency. Legislative law, especially since we do not have provisions for these crimes.

Based on the results of the research, it was established that:

1. The Hashemite Kingdom of Jordan has a basic law to deal with electronic business issues in general.

2. The existence of the Jordanian Electronic Transactions Law does not dispense with the regular laws because it is not sufficient alone and because the legal relations in electronic business matters are complex and related to other laws. Therefore, this law will not be able to pass judgment on issues in the field of electronic business.
3. The Jordanian legislator made many amendments to the ordinary laws to accommodate the requirements of electronic business.
4. There are no important international treaties related to electronic business that Jordan has ratified, which leaves hope in the national laws it issues.

We consider it necessary to present the following recommendations:

1. Filling the major legal deficiency in the legislation governing electronic business, as we mentioned in detail in the second topic of this research.
2. The time has come for the curricula of education and scientific research in universities to absorb legal rules to address this issue. These rules are included in the local and international fields, taking into account the factor of national sovereignty and the specificity of the national legislation of each country.
3. The extent of the need for new legal texts in electronic transactions, the electronic signature law and the electronic commerce law based on the principle that there is no crime or punishment without a text and building a national and Arab legal system for Internet management, in a way that makes the state an integrated legislative and legal structure and coordination with the rest of the Arab countries.
4. Holding specialized training courses for those concerned with the application of the system, to ensure that they are acquainted with the most important issues of cybercrime, how to infer them, collect evidence, preserve it, and link it to the perpetrator, as the judge's ruling is the final result of the legal effort exerted in the scope of combating cybercrime.
5. Supporting judicial specialization and all administrative control agencies in this type of crime, and even in electronic transactions in general, for the control, investigation and judicial agencies, and for everyone who qualifies to be in this field. Support for specialization is through academic support through systematic study and scientific research in this field, through institutes specialized in qualifying judges and investigators (Jordanian Judicial Institute and Institute of Public Administration), in a way that ensures that the learner is informed of these developments, through the report of a subject dealing with Sharia support And the regular for information technology issues, such as electronic crimes, electronic transactions, and electronic proof (digital signature).
6. Establishing new legal departments in law faculties concerned with in-depth study of internet law.
7. Introducing legal experts in identifying and defining foreign legal terms in Arabic language academies.

Conclusion. The rapid evolution of electronic business globally has necessitated a robust and adaptive legal framework, particularly as the digital economy becomes increasingly central to commercial interactions. This research has provided a comprehensive analysis of the current legislative landscape in the Hashemite Kingdom of Jordan concerning electronic business. It has identified both the strengths of the

existing laws and significant gaps that could potentially hinder the sector's growth and efficiency.

Our findings indicate that while Jordan has made commendable strides in developing a legal framework to support electronic transactions, several areas require further enhancement to align with global standards and address the unique challenges of digital commerce. The Jordanian Electronic Transactions Law No. 85 of 2001, as a pioneering legislation in the Arab world, sets a substantial legal foundation but is not sufficient on its own to cope with the complexities of modern electronic business.

The analysis has revealed that the national laws need to be continuously updated to incorporate emerging technologies and new business practices. This is especially critical in areas like electronic privacy, data protection, consumer protection in the digital space, and the regulation of electronic signatures and transactions. Furthermore, despite Jordan's efforts to adapt its legal system to support electronic business, there is a pressing need for more comprehensive legislation that covers all aspects of the digital economy, including but not limited to, e-government services, e-commerce, and cybersecurity.

Internationally, while Jordan has engaged with some treaties and global norms, there is a broader scope for integration into international legal frameworks that govern electronic commerce. Such engagement would not only enhance the legal robustness of Jordan's electronic business sector but also build investor confidence and facilitate smoother international transactions.

In conclusion, as Jordan continues to develop its digital economy, it is imperative that its legal framework evolves correspondingly to support sustainable growth, protect stakeholders, and ensure compliance with international legal standards. This will not only benefit the local economy but also position Jordan as a competitive player in the global digital marketplace.

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CHAPTER 3

THEORETICAL AND PRACTICAL ASPECTS OF MODERN PSYCHOLOGY

FORMATION OF THE MOTIVATIONAL COMPONENT OF VALUE ORIENTATIONS IN CHILDREN 6-7 YEARS OLD DURING MINI-BASKETBALL CLASSES

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Abstract. In the case of the first year of mini-basketball lessons for children, the emphasis is not on the nature and specificity of training actions using physical qualities, as is the case in the practice of professional physical training, but on other approaches. The purpose of the study is to actualize the need and reveal the essence of such an aspect of physical education as a motivational component of value orientations. The methods of theoretical research, study and generalization of data from literary sources, abstraction, analysis and synthesis, induction and deduction, empirical research are used. An innovative approach to strengthening the motivational component of the educational discipline of value orientations in mini-basketball classes has gained scientific and practical application in a number of countries. Mini-basketball is a high level of dynamic physical education and sport. The main feature of education is the inclusion of the child in motor activity. In sports facilities, this is a pedagogical process that should "close" a child's long-term withdrawal from physical education. The results of the formation of the value-based thinking of the projective type necessary for the child are foreseen. In the course of such conscious physical education, which is not the same as physical activity, the values and goals of using physical education in various game situations are formed, which are constantly changing. These are also the abilities necessary to create a motivational image of "myself in the future", design and implement systems of own mini-basketball lessons. Systematic physical education of children should contribute to the formation of a motivated personality. Playing mini-basketball stands out as an independent direction, which is determined by the characteristics of the child's personality: the complexity of organizing reflection, communication, understanding, self-determination and goal setting. The results of the research can be useful and applied in practice by physical culture and sports specialists.

Keywords: motivation; sports worlds; value orientations; mini-basketball, children

JEL Classification: I20, Y8

Formulas: 0; fig.0; tabl.2; bibl. 4

Introduction. The formation of value orientations to sports in the first year of study and the improvement of the effectiveness of the management of the educational and training process at the stage of initial training is one of the most important tasks, the solution of which depends on further multi-year training. Current global trends in the development of basketball indicate a decrease in the age of starting to play this sport from 11 years to 5-6 years. Many countries of the world introduce elements of this game into the system of preschool physical education.

The first year of sports is very important. It plays a big role in the formation of interest, the feeling of the manifestation of the necessary motor activity aimed at a certain sport, the feeling of a constant need to communicate with peers, as well as whether the child will stay in a certain specific sport for development and improvement in the further stages of sports training.

The task of the first year of study is to interest children in basketball and their personality as a coach. This task is quite difficult for specialists, especially for those who are just at the beginning of their coaching career. It is also difficult to motivate children to systematically attend training classes throughout the year and involve parents in all activities of the educational and training process, as the main guides between the child and the coach. The specificity of working with children of preschool and primary school age in sports sections involves the development and search of interesting options and forms of presentation of theoretical and motivational material. Lack of understanding of this by coaches during the organization and management of the educational and training process leads to children's passivity, mechanical performance of exercises, decreased interest in training sessions, increase in senseless mistakes at competitions, and cessation of attendance at training sessions.

Playing sports hardens the character, educates such qualities as purposefulness, psychological stability, stress resistance, team spirit and the will to win. And these qualities are especially significant in today's world, which requires maximum concentration and dedication.

Literature review. Psychologists have identified four main motivating motives for sports in children: communication in the team, attitude towards the coach, actual sports, and extracurricular activities. For children of any age, communication and a positive attitude of the team towards him are extremely important. If in the sports section the child quickly makes friends with his peers, finds boys or girls who are close to him in spirit, then with a high probability it can be predicted that the child will stay in the sports section for a long time.

An important factor in maintaining interest in classes is the formation of a microclimate in the team. Children achieve great results in a group where there is respect, support, and no mocking of the weak. Therefore, the main requirement when planning the educational and training process is to create conditions that would contribute to the formation of a comfort zone so that the child becomes interested in a specific sport, acquires the necessary important skills and abilities for further development and improvement at the next stages of a sports career, is able to find new friends, as well as to establish a "child-parent-coach" relationship, which would further

improve the result from the influence of the educational and training process, as well as motivate more to engage in the chosen sport.

The results of the practical experience of modern children's trainers indicate that, on average, in the first two years of sports training, of their own volition ("got bored", "stopped liking it", etc.), more than 40% of pupils stop their training, regardless of their level preparedness and suitability for a specific type of sport (Doroshenko, 2023). The main reasons for dropping out are the lack of sustained interest in the chosen sport and shortcomings in the teaching and training methods (for example, participation in competitions of untrained athletes) (Dolbysheva, Cherednichenko, 2023).

In order to form a stable motivation for sports in children at the stage of initial sports training and reduce the "dropout" of participating children, the coach must:

- to increase the emotional intensity of educational and training classes;
- to activate joint leisure time: hikes, excursions, conversations, holidays. Take care of the creation of a favorable microclimate in the team by creating an atmosphere of mutual respect, trust, care, education of tolerance;
- meet the expectations of children as individuals.

Thus, the coach's behavior and activities are the most important factor in the formation of children's sustainable motivation to play sports (Sizov, Sheviakov, Slavskaya, Alforov, Kornienko, 2022).

Value orientations are elements of the motivational structure of an individual, on the basis of which the choice of certain social attitudes as goals or motives for specific activity takes place. The formation of value orientations in physical education and sports is devoted to many works of scientists (Krasilshikov, 2021), who in their research proved the positive influence of various means of encouragement, the cognitive sphere, the promotion of a healthy lifestyle on children's interest in motor activities or certain types of sports.

Aim. The purpose of the research is to scientifically substantiate the content and direction of sports holidays, which will contribute to the formation of value orientations in sports and the motivation of children aged 6-7 to engage in mini-basketball in the first year of schooling.

Methods. During the research, the following methods were used: analysis of special, scientific and methodological literature, analysis of documentary materials, pedagogical observation, pedagogical testing, pedagogical experiment, methods of mathematical statistics.

The analysis of special, scientific and methodical literature was used to find out the current trends in the development of mini-basketball, a problem area regarding the formation of value orientations in physical education, sports and, in particular, in team sports games.

Pedagogical observations were aimed at obtaining information about: the organization of the educational and training process; interest of children and coaches in the educational and training process; effectiveness of the used technique; its positive and negative sides. Pedagogical testing was conducted to study the level of physical fitness of children 6-7 years old who play mini-basketball in groups of primary training. The pedagogical experiment consisted in implementing and determining the

effectiveness of the developed structure and content of the educational and training process at the stage of initial training for children 6-7 years old.

Statistical processing of the research results was carried out by the methods of variational statistics implemented by the standard package of application programs STATISTICA 7.0.

Descriptive statistics were used for statistical data analysis; the comparison of the average values of the variables was carried out using parametric methods (Student's t-test) under the normal distribution of these characteristics, expressed in an interval scale. Compliance of the type of distribution of features with the law of normal distribution was checked using the Shapiro-Wilk method.

Results. The study involved 32 boys aged 6-7 years who are engaged in mini-basketball in the sports section for the first year (the control group is 16 people - children who practiced 108 hours in 9 months, but the percentage ratio of the workload for different types of training was formed according to the traditional program and the main group - 16 people who studied for 108 hours according to the author's training program).

The level of physical fitness during training was assessed according to two criteria: the level of development of general physical abilities and special abilities (according to the specifics of the sport - speed and coordination).

To assess physical fitness, attention is focused on the control of coordination abilities, which are one of the leading qualities in basketball and are intensively developed in children of this age. Tests were used, which in their structure correspond to the specifics of basketball and are informative for team sports games.

The substantiation of the structure and content of the educational and training process of children 6-7 years old during the first year of mini-basketball classes was determined by the global trend to reduce the age of starting team sports games, modern recommendations of leading sports theory scientists and innovative training methods in the leading countries of the world.

The structure and content of the training of children 6-7 years old in our study is a system of interrelated components aimed at increasing the effectiveness of the educational and training organization, a comprehensive approach to building the structure and content of the educational and training process in mini-basketball for children 6-7 years old, which includes four blocks during the first year of classes, which in terms of duration corresponded to the terms of four quarters in a general educational institution. It is necessary to pay attention to the fact that children are at a rather difficult stage of their lives - simultaneous adaptation to new conditions of educational and sports activities. Each of the blocks included the distribution of educational material into theoretical, practical, motivational and control sections of training and was aimed at increasing the effectiveness of learning the basics of game technique, developing physical qualities, preserving and strengthening physical health, mastering theoretical knowledge, forming interest and motivating children to sports activities

The blocks had their main tasks depending on the set tasks of the educational and training process in the first year of study. The content of each block provided for the presence of each of the 4 sections, but the ratio of hours of sections in each block was

different. The first block "Getting to know each other" (September-October) was aimed at solving the task of getting to know mini-basketball. In the first block, the theoretical section was 3 hours, the practical section was 14 hours, the motivational section was 5 hours, and the control section was 2 hours.

The main tasks of this block were: a) to introduce the game, how to play it; to prove the advantages of the game over other sports, to create favorable psycho-emotional conditions for the development of the child's interest in activities; b) promote health improvement, development of physical qualities, orientation in space; c) education of discipline, sense of collectivism, respect. During theoretical training, topics were studied: history of basketball development, basketball ball, basketball uniform; the survey was conducted according to the control tasks in the notebook. The practical section in September-October was mostly aimed at strengthening physical health (5 hours) - exercises for posture prevention and prevention of flat feet were used. 6 hours were allocated for the development of physical qualities. Coordination abilities were developed by means and mobile games, such as: orientation of the body in space with the mobile games "Molecules", "Treasure Island", "Numbers"; spatio-temporal perception - movement in the specified direction, throwing a ball or objects at a certain goal, the game "Upside Down"), flexibility - inclines, exercises for the development of increased mobility in the joints; speed - relay races with various objects and a ball.

In the first block, 3 hours were allocated for the training of skills and abilities. Moving games were used, more aimed at the correctness of walking, running, jumping, moving, turning, flipping, maintaining balance, holding the ball in the hands in place, while walking, rolling the ball on the floor, juggling, dribbling, education of sports discipline, following the rules of the game.

The motivational section of the first block (5 hours) included such events as: sports holidays; contests; visiting basketball competitions; work at home on tasks with parents (preparation of drawings). Formation of motivation was carried out using verbal, visual and game methods. Means - types of logical (arithmetic) tasks, encouragement with basketball paraphernalia for those who do not miss training; basketball-themed games on smartphones and gadgets as homework; invitations to basketball matches for children and their parents. It is mandatory to hold a specially organized event with the aim of generating interest in mini-basketball among children and their parents. We were offered the "Orange Ball" holiday, the purpose of which was to instill love for the ball as the main equipment.

The second block within the framework of training in the first year of classes was called "Interest" and lasted from November to December. It differed somewhat in the setting of tasks and content of training. The main tasks of this block were to promote stable attendance at classes, strengthening physical health, and developing general physical qualities. The mini-basketball section is not an obligatory activity on the school schedule, which a large number of children will attend without objection.

Therefore, in order for the stability of attending classes to be preserved in the future, children need to be interested, involved and encouraged until they have a desire to attend the mini-basketball section on their own. The task of this block was not to turn the stage of initial preparation into a course of lectures, but thanks to the theoretical

section to enrich the mass of knowledge with generally known facts about basketball. Therefore, in the second block, the redistribution of hours took place in such a way that 2 hours were allocated to theoretical training, attention was paid to such topics as: the duration of the game, the referees' gestures, the number of players in the team.

The number of hours of the practical section in the second block was 15 hours. Despite the fact that the main task of the stage of initial training is to strengthen and preserve the health of children, the duration of the direction of strengthening physical health has decreased to 3 hours. Children need to be nourished and encouraged more by those activities that are more interesting to them at this age - that is, playing games, causing excitement in them when performing the proposed activity. Therefore, 4 hours were allocated to the development of skills and abilities, the list of exercises was somewhat complicated, both in terms of the complexity of individual exercises and several interconnected actions.

To the motivational section (5 hours - the duration remained unchanged, because a stable interest in the independent vocation of attending classes has not yet been formed), activities with work in a notebook and homework are added and diversified, attention is focused on holding a specially organized event called "Day the birth of basketball" (in connection with the fact that in December 1891 the game of basketball was created), the purpose of which was to create an idea about the development of basketball; check the initial level of theoretical knowledge of the history of this sport in combination with the degree of mastery of basic skills and skills during relays.

The third block "Adaptation" lasted three months (January-February-March). The total duration of the block was 36 hours. The task of this block was to adapt the body to the load, development of general physical qualities, mastery of basketball skills and abilities. The theoretical section in the third block was 3 hours. The topics of theoretical training were: dribbling, stops, numbers in basketball, shooting, passing, triple threat stance, the 5- and 24-second rule. A control survey was conducted according to the topics covered, attentiveness tasks were given - to find and count objects, check whether children know court gestures.

The practical section consisted of 26 hours, the direction of strengthening physical health, the total duration of which was 6 hours, involved the performance of exercises to a greater extent aimed at forming the correct posture, because in basketball, to a greater extent, they try to perform exercises with the stronger side (arm), which can cause a greater increase in the load on one side of the child's body, as well as breathing exercises - blowing on a balloon and a table tennis ball lying on the floor to reach a certain limit. The number of hours for increasing the level of physical fitness decreased - 8 hours were allocated. A combination of several orientations was used, i.e. to run a certain distance with obstacles, perform coordination of movements and finish with a technical element. In the practical section of the third block, exercises were performed on reaction speed - to catch a falling tennis ball; the game "On the contrary" with the use of additional items; complicated types of juggling with a basketball ball. Passing the distance with a set of exercises (driving, climbing, jumping, passing, throwing).

The total volume of the motivational section, which is related to the formation of interest in classes, lasted 4 hours. Tasks in the notebook were carried out - to find

differences between cards, to find certain words from a variety of letters, to count the number of objects with a certain image, to attend competitions. The control of the passed material was carried out as a survey in class, when checking the completion of homework, during holidays.

The fourth unit "Habit" lasted for the last two academic months, April-May. The total number of hours was 24 hours. The main task of this block was the development of general physical qualities, sustainable mastery of motor skills. The purpose of the theoretical section was to highlight topics related to violations in basketball such as: running, double dribbling, fouls, time-out. The results were summed up regarding the material learned during the year in the form of independent solving of 2 crosswords. The direction of physical development and health promotion was 2 hours. Had a supportive character. 7 hours were allocated for the development of skills and abilities. Various types of connections of technical elements were performed - rolling with juggling the ball between the legs for a certain distance and throwing into the basket, performing flips and passes with subsequent dribbling. Control of the studied material was checked during holidays and homework.

This contributes to increasing efficiency: teaching the basics of game technique, developing physical qualities, preserving and strengthening physical health, mastering theoretical knowledge, and forming children's motivation to play sports. The content of the educational material for mini-basketball sports training is built in accordance with the age characteristics of children 6-7 years old, which creates the most favorable conditions for: revealing cognitive abilities, development of physical and specific ("feeling of the ball", "feeling of time") qualities, harmonious physical development, increasing the body's functional capabilities, formation of motivation for sports taking into account the interests of the individual in terms of self-expression and revealing his potential in team activities.

Educational material from four sections was included in the content of each block. The content and ratio of hours in each block was different, which is due to the tasks of the educational and training process during the first year of study at the stage of initial training (tables 1, 2).

Increasing the effectiveness of theoretical training of children depends on the methodical education of trainers regarding innovative forms, means and methods of presenting theoretical material during the educational and training process.

New forms of presentation of theoretical material were proposed for quality acquisition of mini-basketball knowledge: presentations, creative tasks, mini-lectures, etc. Mastery of theoretical knowledge was carried out mainly at the beginning of the class, from 2 to 5 minutes were allocated for this. The practical workbook "Theoretical mini-basketball workshop for children 6-7 years old" was developed especially for children. The notebook presents the content of theoretical material and tasks for independent work (making drawings of basketball equipment, ball, court; solving crosswords; solving tasks and examples, regarding the score during a basketball match, etc.).

The practical section was aimed at solving the following tasks:

- training of skills and abilities - performance of various exercises and mobile games without a ball, with a ball, as well as with the use of other equipment (tennis ball, gymnastic hoop, inflatable balls, etc.) for training the simplest technical elements (moving around the court without ball - walking, running, jumping, stopping, standing; holding and rolling the ball; catching and passing with two hands; handling the ball in place and in motion, juggling; throwing the ball into the wall, to a partner, into the basket);

- increasing the level of physical fitness - development of physical qualities: coordination abilities (orientation of the body in space; space-time perception), flexibility, strength, speed, speed-power qualities;

- increasing the level of physical health - using exercises to increase the level of functioning of the main body systems, promoting the harmonious formation of the musculoskeletal system, etc.

Verbal, repetitive and game teaching methods were used during educational and training sessions. The main attention was paid to the rational distribution of physical load during the training session, taking into account the peculiarities of the adaptation of the body of children 6-7 years old. Balls of the 5th (weight 470-500 g) and 3rd sizes (weight 300-330 g) and additional equipment were used in the course of the classes. The task of training was to create a motor representation of technical techniques, but special attention was paid to the formation of motor abilities and skills in children, since further detailed training will take place during the following years of training.

The main tasks of the motivational section were to increase children's interest in mini-basketball classes and to form motivation to involve children in various forms of physical culture and sports work and to popularize this type of sport. The tasks of the motivational section were implemented during the participation of athletes in competitions, specially organized events - basketball holidays. The main attention was paid to attending sports competitions of teams of the higher and Super League. We developed scenarios for four holidays, which were held in each of the 4 blocks during the year. The orientation of the holiday corresponded to the theme and events that took place in this block: "Dedication to young basketball players", "Orange ball" (October), "Basketball birthday" (December), "Player" (March), "Team" (May). To encourage 6-7-year-old children to play mini-basketball, we used computer games that are freely available in the Playmarket program on the Internet (Basketball Horse, Mini-Basketball Arcade, Shootin Hoops, Groovy Hoops, etc.), with visual segments of basketball game, players, cartoon characters performing basketball tricks and more.

The task of the motivational section was to arouse interest in mini-basketball classes with the help of interestingly organized training sessions, physical forms of encouragement, games of various orientations, working with a special notebook, and obtaining elementary knowledge of basketball. The goal of mini-basketball around the world is to attract as many children as possible to mass basketball classes in the future. At the same time, mini-basketball festivals and celebrations are an integral part of the development. Mini-basketball festivals are held mostly in the summer. They are held with the idea that every child who participated (engaged) was satisfied with the process

and at the end of the festival or holiday received an incentive prize (perhaps with a basketball focus).

Activities for the formation of motivation during training included basketball holidays, awards after training (the most obedient or those who were the most productive at the end of training were given a basketball attribute or some other prize).

According to the results of the competitions, the children were awarded with incentive prizes. All children received a mandatory prize for participation (basketball keychains, posters with basketball stars, souvenirs, etc.), which corresponds to the main principle of mini-basketball - "every child is a winner!".

The physical fitness of young basketball players, as well as physical development, is subject to the general biological laws of age, sex, and largely depends on natural data and health. Indicators of physical fitness of basketball players to a greater extent reflect the influence of the educational and training process in comparison with indicators of physical development. Thus, it is important to constantly record and study the results of the physical fitness of basketball players, on the basis of which it is possible to judge the effectiveness of the educational and training process, as well as the level of motivation of children to practice mini-basketball.

During the control, it was determined that the application of the structure and content of the educational and training process of children 6-7 years old in the first year of mini-basketball classes (something to add about author's developments, about holidays, motivation) is effective due to the fact that in the experimental the group of boys, compared to the control group, showed a significant increase ($p < 0.05$ - 0.001) in physical fitness indicators in 8 out of 10 tests: "long jump from a standing position" by 5.6%; "high jump from a standing position" - by 11.2%; "Romberg test" - by 35.4%; "shuttle run 3x10 m with running around stuffed balls" - by 12.4%, "shuttle run 4x9 m" - by 11.2%, "run to numbered stuffed balls" - by 13.06%; "time perception assessment, 5 s, 10 s" - by 16.9% and 13.7%. In the control group, a significant increase ($p < 0.05$) was determined only in the indicators of five tests: "shuttle run 3x10 m with running around stuffed balls", "shuttle run 4x9 m", "running to numbered stuffed balls" "long jump from a standing position" ($p < 0.01$), "high jump from a standing position" ($p < 0.001$) (table 1.).

Summarizing the scientific substantiation of the structure and content of the educational and training process of children 6-7 years old in the first year of mini-basketball classes, we highlighted their efficiency criteria, according to each section. The effectiveness of the motivational section is a high level of systematic attendance of training classes by children, a desire to participate in sports holidays, attend matches of professionals, a desire to perform independent tasks.

Control of the theoretical readiness of children 6-7 years old in the first year of mini-basketball lessons.

Table 1. Indicators of physical fitness of 6-7-year-old boys who play mini-basketball, before and after the formative experiment

Control tests	The stage of the experiment	Indicators			Increase, %	
		$\bar{x} \pm m$		t		
		EG (n=16)	KG (n=16)	with EG i KG	EG	KG
Shuttle run 3x10 m. with running around the pads balls, s	before	11,35±0,12	11,47±0,12	0,72	12,4	3,7
	after	9,94±0,35***	11,00±0,04***	9,63		
Shuttle run 4x9 m, s	before	14,21±0,06	14,15±0,15	0,35	11,2	3,5
	after	12,62±0,09***	13,66±0,13*	6,85		
Run to the numbered stuffed balls, s	before	13,55±0,06	13,61±0,13	0,43	13,1	3,9
	after	11,78±0,07***	13,07±0,15*	8,04		
Evaluation of the sense of time, 5 s	before	6,97±0,44	7,14±0,44	0,28	16,9	7,8
	after	5,79±0,21*	6,58±0,33	2,08		
Evaluation of the sense of time, 10 s	before	12,19±0,57	12,23±0,55	0,05	13,7	2,2
	after	10,52±0,47*	11,96±0,42	2,36		
Long jump from a standing position, sm	before	105,69±0,87	105,75±0,95	0,05	5,6	4,0
	after	111,56±0,81***	110,00±0,88**	1,34		
Jump up from a place, sm	before	21,13±0,50	21,31±0,40	0,03	13,0	11,1
	after	23,88±0,42***	23,69±0,43***	0,31		
10 m run, s	before	3,04±0,05	3,09±0,05	0,70	3,9	3,5
	after	2,91±0,03	2,98±0,03	1,42		
Leaning the body forward from a sitting position, sm	before	3,69±1,09	3,31±0,90	0,27	81,4	64,2
	after	6,50±1,05	5,44±0,78	0,84		
Romberg's test, sm	before	13,10±0,74	12,95±0,77	0,14	35,4	19,5
	after	17,73±0,87***	15,47±0,98	1,79		

Notes: at $p < 0,05$ - *; $p < 0,01$ - **; $p < 0,001$ - ***.

Source: developed by authors

After the implementation of the theoretical training content developed by us, we conducted control testing. The average indicators of theoretical readiness by groups of children 6-7 years old in the first year of mini-basketball classes before and after the experiment are presented in table 2.

Table 2. Indicators of theoretical readiness of children 6-7 years old in the first year of mini-basketball lessons before and after the experiment, %

Indicators	Boys			
	EG (n=16)		KG (n=16)	
	before	after	before	after
\bar{x}	14,4	66,3	20,0	33,8
S	2,3	2,5	2,1	3,1
V%	62,1	14,5	40,8	35,7
p	<0,001		<0,001	

Source: developed by authors

Conclusions. The analysis of the results of testing the theoretical readiness of 6-7-year-old boys for the experiment showed that the children had the same level of theoretical knowledge, as evidenced by the calculated Student's t-test (at $p > 0.05$). However, after a year of mini-basketball classes according to the content of the

theoretical and motivational sections of the educational and training process proposed by us, the level of theoretical education of the boys of the experimental group probably (with $p < 0.001$) increased by 51.9% and is $66.3 \pm 9.6\%$. In the control group of boys, after the experiment, there was also a probable increase in indicators, from $20.0 \pm 8.2\%$ to $33.8 \pm 12.0\%$, but the increase in indicators is not so significant and is less than in the experimental group by 32.5%.

It should be noted that in the experimental group of boys, the coefficient of variation after the experiment significantly decreases from 62.1 to 14.5%, which indicates more uniform indicators of correct answers to control questions from theoretical training than before the start of the experiment. In the control group of boys, both before the experiment (40.8%) and after, the coefficient of variation had a wide range (35.7%). Also, the analysis of the results revealed the presence of insufficiently studied topics from the theoretical section, such as: rules of the game, the history of basketball, terminology. In our opinion, this is to a greater extent connected with the lack of competitions in this age category and the slow awareness of these issues directly in competitive practice.

Therefore, the control of the level of theoretical preparation shows better indicators of mastering theoretical knowledge of the children of the experimental group compared to the control group, which indicates the effectiveness of our chosen approach in planning the content of theoretical training and the application of the theoretical workbook developed by us for children of the first year of mini-basketball training.

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