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# EURÓPSKA VEDA

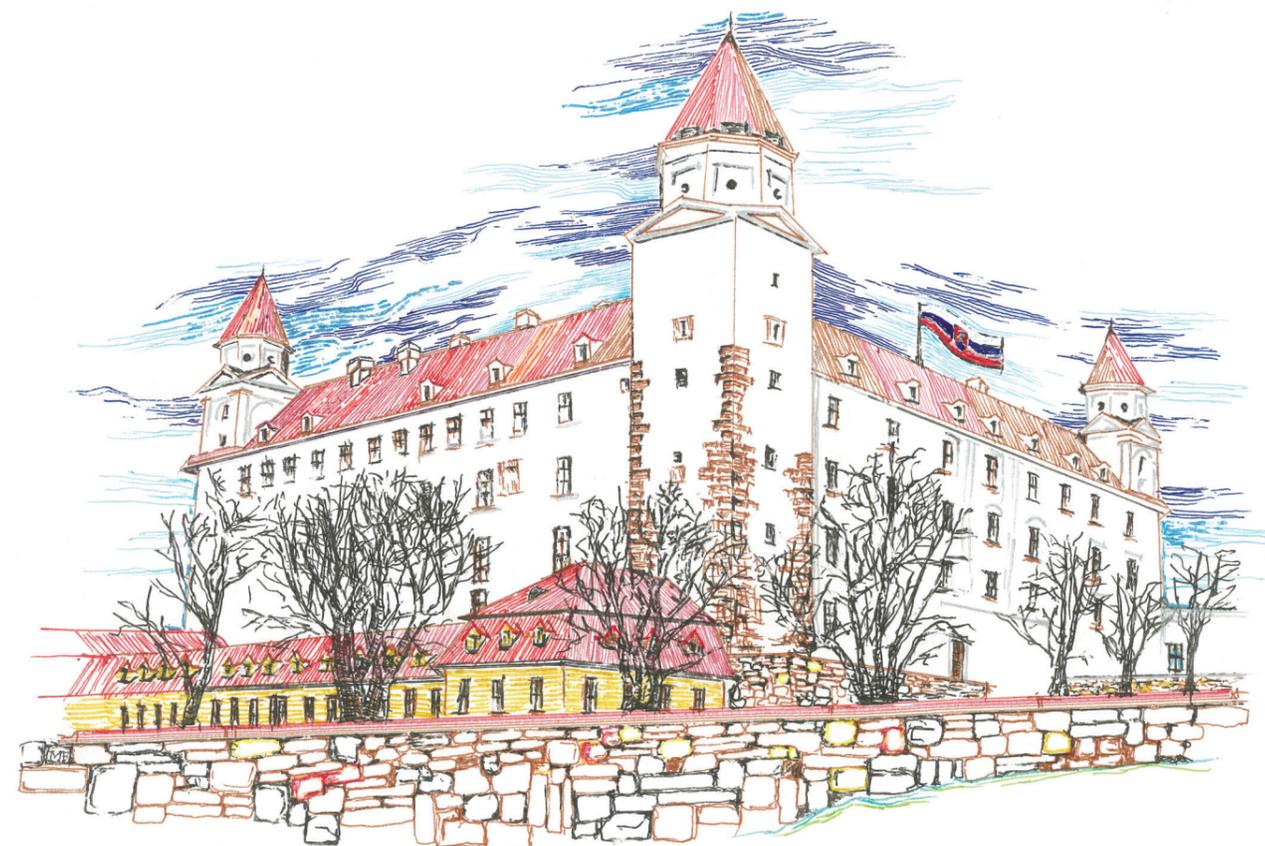
## Vedecký časopis



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EUROPEAN INSTITUTE OF FURTHER EDUCATION

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## Content

### Economy

#### **Kovbas Halyna**

FEATURES THE TRADING ENTERPRISES PERSONNEL MOTIVATION  
IN EXTERNAL CRISIS CONDITIONS . . . . . 16

#### **Kryvetskyi Igor**

TRENDS OF AGRICULTURAL ENTERPRISES' DEVELOPMENT  
IN THE CONDITIONS OF EUROPEAN INTEGRATION . . . . . 22

#### **Navickas Valentinas, Liberyte Manta**

DUALISTIC IMPACT OF MACROECONOMIC DETERMINANTS  
ON SUSTAINABLE ECONOMIC DEVELOPMENT . . . . . 28

#### **Nebozhenko Tetyana**

SOCIO-ECONOMIC STRATEGY OF DEVELOPMENT OF ORGANIZATIONAL-LEGAL  
FORMS OF AGRIBUSINESS IN UKRAINE . . . . . 36

#### **Palyvoda Olena**

SUBSTANTIATION OF THE NEED FOR STATE REGULATION  
OF ENTREPRENEURIAL NETWORKS IN THE ECONOMY . . . . . 42

#### **Semchuk Zhanna, Petryk Ilona**

BREXIT: CAUSES AND CONSEQUENCES . . . . . 51

#### **Vorobiov Vitalii**

THEORETICAL BASES OF MANAGEMENT OF ENTERPRISES OF LVIV REGION  
OF UKRAINE IN CRISIS CONDITIONS . . . . . 57

### Law

#### **Bolibrukh Nataliya**

CRIMINOLOGICAL MODEL OF A PERSONALITY FORMING OF A HIGHER EDUCATION  
STUDENT THAT COMMITTED A SELF-SERVING CRIME AGAINST PROPERTY . . . . . 62

#### **Borshch Kostyantyn, Palsulych Evgeny**

FACTORS AFFECTING THE EFFECTIVENESS OF COUNTERACTION  
OF LAW ENFORCEMENT BODIES TO ILLEGAL PRIVATIZATION IN UKRAINE . . . . . 67

#### **Rudnytskyi Ivan**

PECULIARITIES OF CONDUCTING INVESTIGATION (SEARCHING ACTIONS)  
OF NARCOTIC DRUGS SMUGGLING BY ORGANIZED CRIMINAL GROUPS . . . . . 73

Psychology

**Mykhaylyshyn Ulyana, Hrynyo Viktoriya**

PSYCHOLOGICAL FEATURES OF IMPACT OF ADOLESCENT ANXIETY ON SELF-ESTEEM. . . . . 80

Security

**Ilyn Liubomyr, Sposib Dmytro**

INTELLIGENCE AND OPERATIONAL ACTIVITIES OF THE SECURITY SERVICE  
OF THE UKRAINIAN NATIONALISTS' ORGANIZATION: HISTORICAL AND LEGAL ASPECT . . . . . 89

**INTRODUCTORY WORD OF THE EDITOR IN CHIEF****Prof. dr. Angelė Lileikienė**

Lithuania Business University of Applied Sciences

Dear Colleagues,

The journal „European Science“ is dedicated to the publication of new scientific ideas, focused on presenting the results of theoretical-methodological and applied research not only in a European context but also in a broader context. The consistency of the journal, published 4 times a year, allows researchers to present their research results in a dynamic way, as well as to compare scientific conceptualization in the context of research conducted by researchers from other countries.

„European Science“ is a wide-ranging research journal because it covers a broad range of scientific disciplines. Research interests: management, history, law, medicine, political science, economics, pedagogy, cybernetics, public administration, etc.

I invite researchers from EU universities and other scientific institutions to actively publish scientific articles in the journal „European Science“.

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Dear reader!

We would like to bring to your attention the scientific journal EUROPEAN SCIENCE containing the findings on topical scientific directions and interdisciplinary research.

The main target of our journal is to create an effective background for discussing urgent scientific ideas, achievements, debating points of theory and practice. The magazine has significantly developed and the geographical representation of authors and readership has expanded throughout its existence. The scientific journal EUROPEAN SCIENCE is currently one of the few scientific periodicals of multidisciplinary nature included into numerous scientometric bases, and it is characterized by high quality of publications provided by double blind peer review and fulfills an important function of uniting the efforts of scientists from different countries to solve actual problems of modern science and practice.

This issue consists of articles written on topical scientific subjects and focused on solving important scientific and practical problems of various fields.

The materials presented in the publication are useful for scientists and practitioners, students, post-graduate students and doctoral students, public employees, entrepreneurs, statesmen.

We hope that the articles released in the given issue will provoke your interest, expand the range of research interests and image into your scientific and professional activities.

Best regards.

**INTRODUCTORY WORD OF THE EDITION FOUNDER**

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**Jozef Zaťko**  
**Dr.h.c. mult. JUDr. Honor. Prof. mult.**  
President EIDV, Podhajska

Dear reader!

As scientific knowledge increases and the boundaries of science move forward, setting increasingly ambitious and complex goals involving hundreds or thousands of scientists from different countries is becoming more and more essential for the achievement of the scientific goals.

However, no project would be feasible without the support of an international public opinion fully aware of the importance of its purpose both from a scientific point of view and from that of the technological, economic and social implications.

Close collaboration between scientists and science communicators is therefore more relevant than ever to ensure that information on those issues is accurate, thorough and as broad as possible.

Hence, we would like to bring to your attention the scientific journal EUROPEAN SCIENCE containing the findings on topical scientific directions.

This issue presents a broad-based spectrum of thought provoking articles that are reflective of the ever-expanding Universe. As you read through these articles, be sure to capture the innovative concepts becoming a reality and look for opportunities to apply them to your own efforts at the realization.

We hope, you enjoy this journal, and encourage you to reach out to us for opportunities to publish your own thought-provoking articles in future issues.

Best wishes,

**ASSOCIATE AND MANAGING EDITOR****Prof. Alireza Heidari, Ph.D., D.Sc.  
Doctor Hub. in Economics, professor**

Full Distinguished Professor and Academic Tenure of Chemistry & Director of the BioSpectroscopy Core Research Laboratory at Faculty of Chemistry, California South University (CSU), Irvine, California, USA & President of the American International Standards Institute (AISI) Irvine, California, USA

Prof. Alireza Heidari, Ph.D., D.Sc. is a Full Distinguished Professor and Academic Tenure of Chemistry at California South University (CSU), Irvine, California, USA. He has got his Ph.D. and D.Sc. degrees from California South University (CSU), Irvine, California, USA. Furthermore, he has double postdocs in Project Management, Oncology, Human Cancer Tissues and Synchrotron Radiation from Monash University, Melbourne, Victoria, Australia and also in Nanochemistry and Modern Molecular Electronic-Structure Computations Theory from California South University (CSU), Irvine, California, USA. His research interests include Biophysical Chemistry, Biomolecular Spectroscopy, Quantum Chemistry, Nanochemistry, Modern Electronic Structure Computations, Theoretical Chemistry, Mathematical Chemistry, Computational Chemistry, Vibrational Spectroscopy, Molecular Modelling, Ab initio & Density Functional Methods, Molecular Structure, Biochemistry, Molecular Simulation, Pharmaceutical Chemistry, Medicinal Chemistry, Oncology, Synchrotron Radiation, Synchrocyclotron Radiation, LASER, Anti-Cancer Nano Drugs, Nano Drugs Delivery, ATR-FTIR Spectroscopy, Raman Spectroscopy, Intelligent Molecules, Molecular Dynamics, Biosensors, Biomarkers, Molecular Diagnostics, Numerical Chemistry, Nucleic Acids, DNA/RNA Monitoring, DNA/RNA Hypermethylation & Hypomethylation, Human Cancer Tissues, Human Cancer Cells, Tumors, Cancer Tissues, Cancer Cells, etc. He has participated at more than four hundreds reputed international conferences, seminars, congresses, symposiums and forums around the world as yet. Also, he possesses many published articles in Science Citation Index (SCI)/ International Scientific Indexing (ISI), Medline/PubMed and Scopus Journals. It should be noted that he has visited many universities or scientific and academic research institutes in different countries such as United States, United Kingdom, Canada, Australia, New Zealand, Scotland, Ireland, Netherlands, Belgium, Denmark, Greece, Russia, Estonia, Ukraine, Turkey, France, Swiss, Germany, Sweden, Norway, Italy, Austria, Czech Republic, Hungary, Poland, South Africa, Egypt, Brazil, Spain, Portugal, Mexico, Japan, Singapore, Malaysia, Indonesia, Thailand, Taiwan, Hong Kong, South Korea, China, India, Qatar, United Arab Emirates, etc. as research fellow, sabbatical and volunteer researcher or visitor and so on heretofore. He has a history of several years of teaching for college students and various disciplines and trends in different universities. Moreover, he has been a senior advisor in various industry and factories. He is expert in many computer programs and programming languages. Hitherto, he has authored more than twenty books and book chapters in different fields of Chemistry. Syne, he has been awarded more than one thousand reputed international awards, prizes, scholarships and honors. Heretofore, he has multiple editorial duties in many reputed international and peer-reviewed journals, books and publishers. Hitherward, he is a member of more than four hundreds reputed international academic-scientific-research institutes around the world. It should be noted that he is currently the President of American International Standards Institute (AISI), Irvine, California, USA and also Director of the BioSpectroscopy Core Research Laboratory at California South University (CSU), Irvine, California, USA.

## HOW TO BECOME A SUCCESSFUL AUTHOR OF A PAPER TO BE PUBLISHED IN A WORLD-CLASS SCHOLARLY JOURNAL?



**Miroslaw J. Skibniewski**  
**Prof. Ph.D**

University of Maryland, College Park, USA

### An invited Guest Editorial

JUDr. Jozef Zat'ko, Publisher of *Europska Veda*, has asked me to prepare and convey a set of guidelines for authors who wish to be successful in preparing and submitting scholarly papers for consideration for publication in world-class, globally scoped academic journals, such as those indexed in Elsevier's **Scopus™** and ScienceDirect™ and/or in Clarivate Analytics' **Web of Science™** databases. My guidelines provided below are intended for relatively junior authors, with limited prior experience in publishing, who are preparing their manuscripts in the realm of applied sciences. Some of the issues being raised herein are universal and as such they are equally applicable in other scholarly domains as well. I have based these guidelines on my 25+ years of experience as an editor-in-chief of a high-ranking international research journal in my own academic discipline. The journal has been included for a number of years both in Scopus™ and in the Web of Science™, earning their relatively high CiteScore™ and Impact Factor™ designations.

Academics work in an increasingly competitive environment. With many narrowly defined scientific disciplines, the race to the top has become relentless. There are currently over two thousand academic journal publishers worldwide, publishing over twenty thousand journals. The total number of refereed journal papers now exceeds 1.6 million annually and it is still growing rapidly. The largest numbers of such papers originate from the U.S.A., with China closely behind. A growing, and still largely unregulated, market for open-access publications further complicates the publishing environment. Over 90 percent of academic journal papers ever published will have been published in our professional lifetime. Ethical issues in academic publishing abound.

A successful article should contain the following major components, preferably but not necessarily presented in the stated order.

1. The title:

The title of an article should be as short as possible, but it should reflect the main issue addressed in the paper as well as the paper content. In most cases, the title of the article is decided after the entire content of the article has been completed. The wording of the title should avoid uncommon acronyms or descriptors confining the contents of the paper only to one country or one geographic region.

2. The abstract:

The abstract is an advertisement of your paper. It should be written in clear, short sentences which are easy to understand and should accurately reflect the contents of the paper and its main contribution to the global body of knowledge. One must avoid unnecessary

sentences that belong to the introduction section of the paper. An good abstract should contain only 6 short sentences as follows: 1) The scientific domain and the problem within the domain which is the subject matter of the paper, 2) The research question to be answered in the paper, 3) The means and methods (scientific tools) used to obtain the answer to the stated research question, 4) The answer to the research question, 5) The meaning and importance of the answer and the results obtained, 6) The future research directions based on the results of the completed research reported in this paper. The entire abstract should not exceed one-half of a printed page.

3. The keywords:

Keywords are the labels of your manuscript used in scientific databases containing many thousands of papers. A correct use of keywords will determine if your article is noticed by potential readers, or if it is only glanced over before the reader decides to move on the next article in the database without reading yours. Keywords that are generic in nature are always ineffective.

4. The introduction:

This section should set the stage for what is presented in the article. One must provide a clear description of the problem to be addressed along with detailed explanation of the importance of the problem. One should also define the group of stakeholders – the larger the better – for whom the stated problem is important. This is followed by the definition and detailed description of the specific research question to be addressed. A detailed justification of the importance of the question stated is also essential, along with a description of other related questions which are not being addressed in your paper. A clear definition of the future beneficiaries of the answer to be obtained must also be provided.

5. The literature review:

One must provide a critical, very brief and comprehensive summary of the most relevant prior research by the author(s) of this paper as well as by other writers worldwide attempting to address the same research question or other closely related questions. Such questions may have been addressed within the same subject domain, but also in different domains - sometimes in scholarly fields unrelated to one's own. All cited publications should be critically reviewed; do not cite publications that you have not fully absorbed and have not explained their relevance to the subject matter presented in your paper. Avoid an excessive number of self-citations or citations of publications from the same country or from the same geographic region.

6. The research methodology (your own selection of means and methods/tools employed to answer the stated research question):

This section contains the detailed description of your approach to obtain the answer to your research question. Provide a clear justification of your selection of this approach and briefly discuss any alternate approaches which were also initially considered but ultimately discarded, along with justification of such a decision. Do not regurgitate a detailed description of established, well-known analytical tools, procedures or testing methods – it should suffice to cite relevant sources. Your description should be complete, i.e. it should be possible for a reader to reproduce the results of your research with the use of the stated means and methods used to obtain your research answer. Describe in detail your data formatting and other requirements related to the performance of statistical tests and analyses. Avoid procedural shortcuts which may render your methodology description useless to interested readers.

7. The research results:

Provide a clear, detailed description of your results obtained by you with the use of the research methodology described in item 6 above. Concentrate on the main points and avoid digressing to only loosely related or unrelated topics. Your description should be aided by well-formatted and fully readable tables and figures emphasizing the main points being made. Avoid the inclusion of lettering and labels in a language other than English, as these will be useless for an audience unable to read in that language. Provide clear

evidence and description of the validation of the obtained results by other researchers or in professional practice related to your academic field. Normally, validation attempts with the use of computer simulation only based on arbitrarily constructed models will be considered insufficient by reviewers assigned to evaluate your paper, as such reviewers often prefer the evidence of real-life implementation of your results.

8. The discussion of research results (discussion of the importance of the answer to the stated research question):

This may be the most important section from which the potential reviewers will begin their examination of your paper. Describe what your results mean and why they are important for the audience/readers/stakeholders targeted by this paper. Elaborate in detail on the contribution of your results to the body of new knowledge in your own scientific discipline and beyond.

9. Conclusions and directions for future research:

This section provides a brief summary of the most important findings produced by the presented research. Describe in detail why this finding may be important to a global audience, not merely to your national or regional stakeholders. One must also describe the limitations of the results obtained and suggestions on how these limitations may be overcome with follow-up research. Additionally, one should provide a detailed description of how the results presented will inspire future generations of researchers worldwide aspiring to make contributions in the same or related fields of academic and professional endeavor.

10. The references:

Make sure that all cited items contain complete bibliographic data. Avoid citing an excessive number of references which may be redundant and references in languages other than English. If one feels compelled to cite a non-English language reference, make sure to provide an English translation of the title (in parentheses next to the title in the language of the publication). There is a growing trend to provide a digital object identifier (DOI) for each journal paper or conference proceedings article being cited that has such an identifier, an ISBN for each book reference, and a web address with the date of last access for all other resources. There is also a diminishing emphasis on a particular format of references (as long as the cited items are listed in a consistent manner), as the article typesetting processes at the publishers are currently automated and conversions from one referencing format to another are straightforward.

Most high-ranking journal publishers have been quietly removing strict limitations on the number of pages or words a paper is allowed to contain due to the fact that most paid subscriptions are currently electronic. This removes the burden of the authors to conform to the volume limitations of their articles, allowing for a complete presentation of relevant research results. Additionally, datasets used in the conduct of the research being presented may be stored in cloud-based repositories accessible by all concerned.

Owing to the limitations of space, this guest editorial does not touch upon numerous contemporary issues related to the publication of papers in scholarly journals. However, I often conduct hands-on, full-day workshops in academic settings worldwide for aspiring and active academics interested in sharpening their writing skills and in becoming successful in publishing their papers in top-ranking international scholarly journals. There are ample opportunities to address individual interests and answer specific questions during such workshops. I hope to see many of the readers of this editorial in a workshop to be conducted in the future in a location near you.

*Mirosław J. Skibniewski*  
10 February 2019

*University of Maryland, College Park, USA*  
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## WE ARE INTRODUCING A MEMBER OF EDITORIAL BOARD



### Viktor Beschastnyi

Doctor of Juridical Science, Professor,  
Honored Lawyer of Ukraine.



**Date of birth:** 9 November, 1959.

**Education:** higher, graduated from Kharkiv Law Institute (now – National University «The Yaroslav Mudry Law Academy of Ukraine»), on a speciality «Jurisprudence», Donetsk State University of Management, on a speciality «Finance». In 2005 he defended the thesis for the scientific degree of Candidate of sciences in Public Administration on the topic: «A mechanism of public administration by professional training of the internal affairs personnel». In 2010 he defended the thesis for the scientific degree of Doctor of Public Administration on the topic: «A mechanism of public administration by the development of higher educational institutions of the system of the Ministry of Internal Affairs of Ukraine». In May 2018, he was awarded a Doctor of Science degree in speciality 12.00.08 «Criminal Law and Criminology; Penal enforcement Law».

Since 1981 he served in the internal affairs agencies. 1983-2003 – service in the internal affairs agencies of Donetsk region. Since 2003 – the rector of Donetsk Institute of Internal Affairs at Donetsk National University (now – Donetsk Law Institute of the Ministry of Internal Affairs of Ukraine).

### History

The history of Donetsk Law Institute of the Ministry of Internal Affairs of Ukraine dates back to April 28, 1961, when according to the order No 0109 of the Minister of Internal Affairs of the Ukrainian SSR Stalino (Donetsk) specialized secondary militia school of the Ministry of Internal Affairs of the USSR was established. The cadets of Kyiv specialized secondary militia school of the Ministry of Internal Affairs of the USSR were transferred to Stalino (Donetsk) to continue their studying at the 2-nd course of the newly established educational institution.

In 1964, the educational institution was relocated from a small settlement and the educational institution received its permanent registration in Kyiv district of the city of Donetsk until 2014.

Taking into consideration the socio-political conditions prevailing in the eastern Ukraine, the educational institution was forced to change its location.

According to the order of the Ministry of Internal Affairs of Ukraine No. 1010 dated September 30, 2014, Donetsk Law Institute of the Ministry of Internal Affairs of Ukraine moved to Kryviy Rih, where the higher educational institution-forced migrant provides educational and scientific activities.

### Activity

Thanks to the dedication of the staff and personally the rector V. M. Beschastnyi the Institute has firmly entrenched in the educational field of Kryviy Rih district. As at 2018, the higher educational institution has two large training buildings, fully equipped for the educational process and placement of the cadets, a special hostel for teachers and the rest of the staff, a student hostel.



In 2016 Mariupol Training Center (now it is the «Police Academy» of Donetsk Law Institute) joined the Institute. It was a significant event in the life of the Institute that symbolically highlighted the connection with Donetsk region.

The strengthening of the personnel potential has allowed to gradually restore the structure of the educational institution. Today the Institute includes 4 faculties, 12 departments where the educational process is provided by a powerful team of teachers, among them there are 16 doctors and 60 candidates of sciences.

In spite of temporary personnel losses, Donetsk Law Institute has remained a very powerful research center. So, the Research laboratory on problematic issues of law enforcement activities continued its work. In addition, the Specialized Academic Council on five specialties functions in the Institute.

The Institute obtained a license for training of Doctors of science in the field of «Law» which was approved by order of the Ministry of Education and Science of Ukraine on 4 July, 2016.

Today Donetsk Law Institute has a powerful Education and Training base as in Kryvyi Rih (a total area is 11608, 79 sq. M), so and in Mariupol (a total area is 1,704,14 sq. M), and makes every effort to provide modern innovative development of the educational process of training of future policemen and lawyers.

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## FEATURES THE TRADING ENTERPRISES PERSONNEL MOTIVATION IN EXTERNAL CRISIS CONDITIONS



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**JEL Classification: M12 Personnel Management**

**Abstract.** In the article the questions of motivation of the personnel of trading enterprises in the conditions of an external crisis are investigated. The high level of the shadow economy, excessive bureaucracy and the ineffectiveness of state support for key sectors of the economy create prerequisites for the high sensitivity of the Ukrainian economy to external crisis processes. The structure and development of the personnel motivation system directly depends on the financial results of the trading company, which is largely influenced by the general state and financial

security of the national economy.

An assessment of the security environment of the functioning of trading enterprises has been carried out on the basis of the analysis of net profit of trading enterprises. The peculiarities of approaches to motivation of personnel of trade enterprises are emphasized. The average monthly wage offered by vacancies in the retail sector was comprised.

It is stressed on the importance of improving the strategy of motivation of personnel taking into account possible crisis processes in the economy, underestimation of which can become a factor in the destruction of the system of motivation in connection with the introduction of unscrupulous tools of motivational influence.

**Keywords:** *personnel motivation, crisis, anti-crisis management, trade enterprise, material incentive of personnel.*

### Introduction

Motivation in itself is one of the most complex functions of personnel management. At the same time, its role is crucial for enterprises with a high level of labor intensity of products and services, which include trade enterprises.

So far, on the pages of scientific journals discussions are being held on optimal models of motivation of the personnel. Only in rare cases the implementation of existing models leads to a general satisfaction with the system of personnel motivation in practice. And practically unexplored issues remain related to the motivation of personnel during the crisis period of the operation of the enterprise.

The problem of personnel motivation during the crisis period was investigated by Karpenko Yu., Koshovy B.P., Salov N., Tuzhilkina O., Yurchyshyn V. and others. At the same time, the preconditions, tools and mechanisms of development and transformation of the system of motivation of personnel of the enterprises of the trade sphere in the conditions of the external crisis remain insufficiently investigated.

Thus, the purpose of the article is to justify the peculiarities of the motivation of the personnel of the trading enterprises in the conditions of the external crisis.

### Results

The Ukrainian economy, after gaining the Independence due to objective reasons, often suffered from crises caused primarily by the absence of an integrated strategy for the

development of the socio-economic system, the ineffectiveness of market transformations, the activity of egocentric actors who sought to obtain personal gain without taking into account the interests of others participants in market

relations. Salova NA in a scientific paper, published in 2014, emphasizes that "the issue of labor motivation is not only a matter of economic incentives for an employee - pay him salary, but also to a great extent the questions of his internal motives of activity, social and cultural level the development of an environment in which the enterprise and the commonly accepted principles, models of activity and standards of behavior of a person act in a certain social and labor environment. The issue of personnel motivation in the current conditions of the economic situation in Ukraine, when there is a declining economy, has a non-payment crisis, when a significant number of enterprises are aware of the necessity of reducing staff, reducing labor costs and, at the same time, trying to retain highly skilled employees, is an objective necessity. Therefore, the introduction of modern systems of motivation can be considered with certainty as an important aspect of the economic strategy of Ukrainian enterprises" [1, C. 307].

The high level of the shadow economy, excessive bureaucracy and the ineffectiveness of state support for key sectors of the economy create prerequisites for the high sensitivity of the Ukrainian economy to external crisis processes. Thus, the global financial and economic crisis of 2008-2009 virtually ceased to affect the functioning of economic entities in developed countries already in 2009, in Ukraine its echoes still exist. V. Yurchyshyn said: "The crisis of 2008-2009 rejected the Ukrainian economy a few years ago, and the crisis processes of 2013-2014 will further aggravate Ukraine's position

in the global economy in the medium-term perspective. It should be acknowledged that in the post-crisis period of 2010-2013, when the world economy managed to recover relatively stable growth, and the emerging economies even accelerated the economic recovery, the Ukrainian economy plunged into a long-term recession (the turbulent events of 2014 only emphasized the crisis state - during 2012-2013 the rates of growth of the domestic economy were actually zero) "[2, p. 3].

At the same time, as rightly noted by O.V.Tuzhilkin, in the pre-crisis period, together with the processes of economic growth and relative stabilization in the Ukrainian economy, there was a significant change in this field of labor motivation. The scientist argues that businesses have in practice felt that the development and success of market relations is impossible without integrating into "global efforts" to find new modern forms of motivation and stimulation of labor [3, p. 156].

The structure and development of the personnel motivation system directly depends on the financial results of the trading company, which is largely influenced by the general state and financial security of the national economy.

An assessment of the security environment of trading companies can be made on the basis of an analysis of the net profit of trading enterprises, and in particular, the share of enterprises that have suffered a loss. Comparison of the share of such enterprises by types of economic activity belonging to the trade with the total number of enterprises is shown in Fig. 1

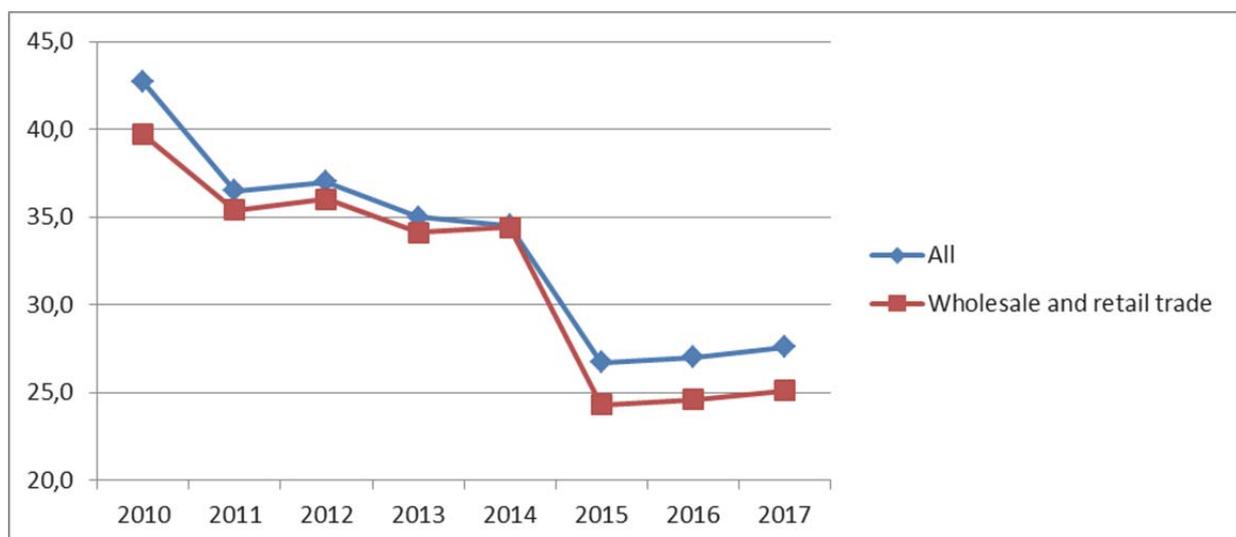


Figure 1. Comparison of the share of enterprises in the sphere of trade and the total share of enterprises that have suffered losses,%. \*formed by the author for [4].

The general dynamics of the industry indicates that the enterprises of the trade are more resistant to the crisis processes in the economy, because the share of loss-making enterprises, except for 2014, was lower compared to the average level in all branches. Moreover, from 2015, there is a more significant gap between the share of unprofitable trading enterprises and the average level, which can be explained by the experience of post-crisis recovery, which is derived from the global financial crisis.

The next step is to compare intra-industry indicators.

In the wholesale trade, the following types of economic activity are distinguished: motor vehicle trade (X1), maintenance and repair of motor vehicles (X2), trade in parts and accessories for vehicles (X3), trade in

motorcycles, parts and accessories (X4), maintenance and repair of motorcycles (X5), wholesale trade, except trade in motor vehicles and motorcycles (X6), wholesale trade for remuneration or on contract basis (X7), wholesale trade in agricultural raw materials and live animals (X10), wholesale trade in information and communication equipment (X11), wholesale trade in other machinery and equipment (X12), other types of specialized (X10), wholesale trade in foodstuffs, beverages and tobacco (X9), wholesale trade in goods of economic purpose (X10), wholesale trade in information and communication equipment wholesale trade (X13), non-specialized wholesale trade (X14).

The comparison of the share of wholesalers that have been damaged is presented in Fig. 2

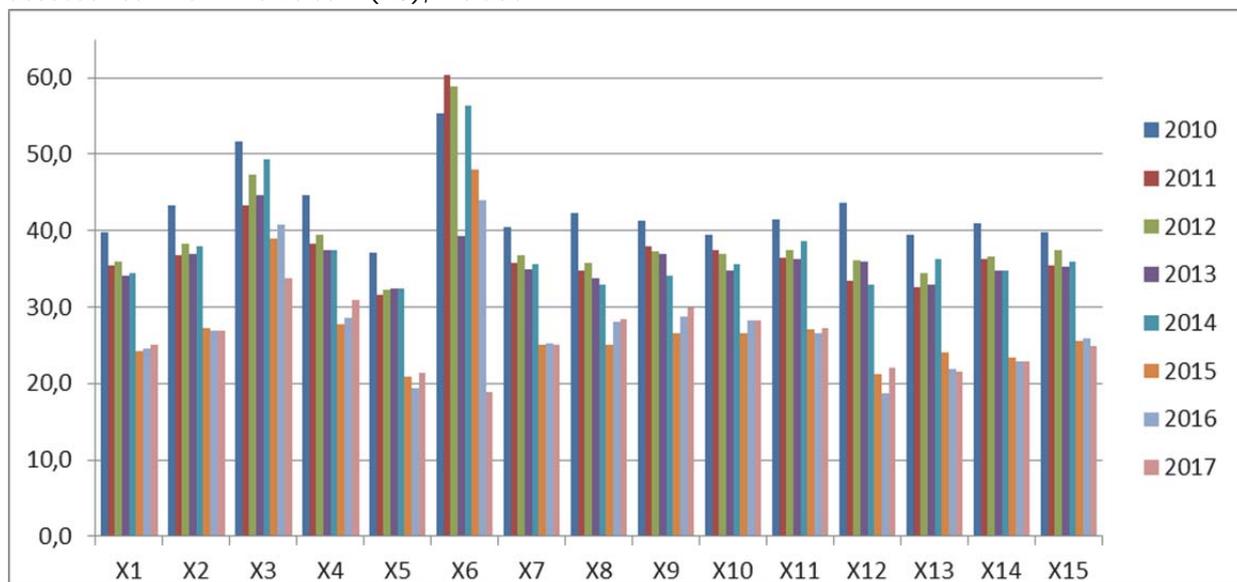


Figure 2. Comparison of the share of enterprises in the wholesale trade, which received a loss,%. \* formed by the author for [4].

As we can see, the largest share of unprofitable enterprises was observed during the analyzed period in the wholesale trade of agricultural raw materials and live animals, as well as trade in parts and accessories for motor vehicles, and in recent years, in the area of motorcycle trade, parts and accessories.

The structure of retail trade is represented by the following types of economic activities, such as retail trade, except trade in motor vehicles and motorcycles (X16); retail trade in non-specialized stores (X17); retail trade in

food, beverages and tobacco in specialized stores (X18); fuel retail (X19); retail trade in information and communication equipment in specialized stores (X20); retail trade in other commodities of economic purpose in specialized stores (X21); retail sale of cultural goods and goods for rest in specialized stores (X22); retail trade in other goods in specialized stores (X23); retail from trays and in markets (X24); retail out of stores (X25).

Comparison of the share of enterprises in these types of activities that have been damaged is presented in Fig. 3

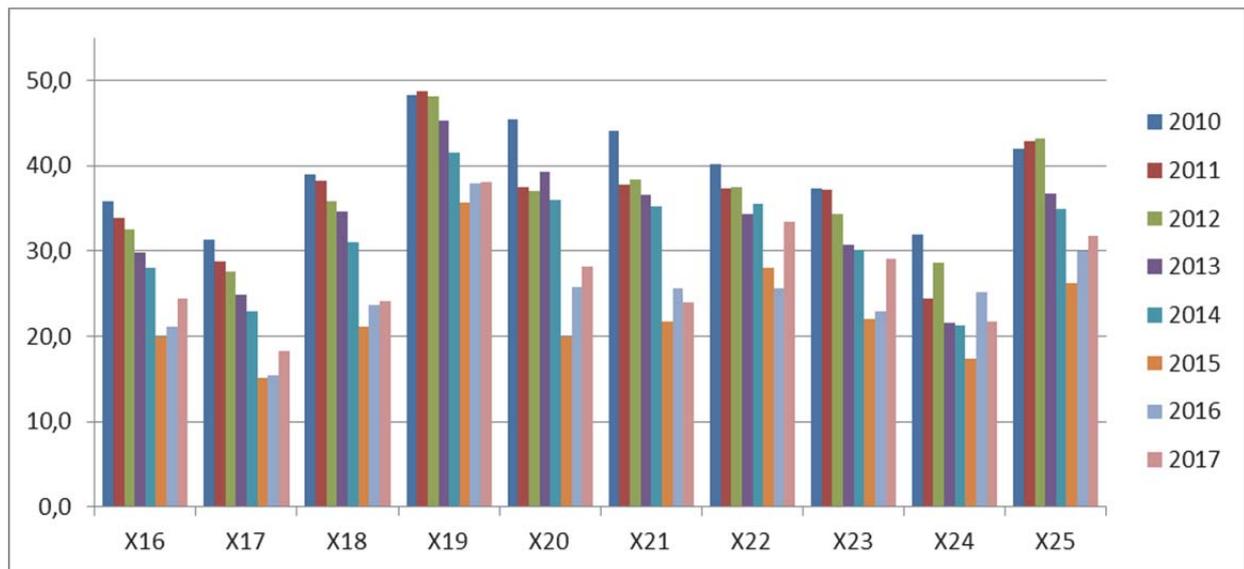


Figure 3. Comparison of the share of enterprises in the retail sector, which received a loss,%.  
\* formed by the author for [4].

According to the results of the analysis, we can note that the largest share of losses is observed among enterprises of retail trade of fuel and retail trade outside of shops. Stably unprofitable, in particular, during the last years, there are enterprises trading in cultural goods and recreational goods in specialized stores, as well as retailers of other goods in specialized stores.

According to Y. Karpenko, "Competition, which is growing on the consumer market, forces the leaders of trade enterprises to reflect on the introduction of modern technologies and new approaches to the organization of trade. Changes in the company help to generate additional profits and win loyalty of customers. However, all measures can give the expected effect only in the case of a competent system of stimulation and motivation of the personnel of the trade enterprise "[5, 292].

Approaches to the motivation of the personnel of trading enterprises have a number of features that significantly differentiate them from the approaches adopted in other areas of management. Firstly, the high level of shadowing of the activity of retail enterprises determines the emphasis on the "informal component" of the motivation - the bonus part "in the envelope". Secondly, low qualification requirements create preconditions for high staff turnover. Third, most often the motivational component is tied to sales, which, to a certain extent, makes it dependent on strategic management

of an enterprise (for example, the presence of a client base, the location of an enterprise, etc.). Fourthly, the above-mentioned features of the motivation of the personnel of trading enterprises create preconditions for unpreparedness to crisis processes in the external environment. Consider these features in more detail.

According to the estimates of the Ministry of Economic Development, the level of shadowing in the sphere of trade, as of 2018, is 22% of the official gross value added, which is significantly below the national average (32%) [6]. The average monthly salary from 2014 is steadily higher than the average for the country (5808, 7631, 9404 UAH against 5183, 7104, 8865 UAH in 2016-2018) [7]. At the same time, according to a sample survey of the State Statistics Service of Ukraine, in 2017, the average per capita income of households was UAH 3386.86. month. In the majority of households surveyed (8926.6), income was lower than this indicator. Under these conditions, only 4.4% of households had enough income and they made savings, 41.8% were enough, but did not save; 47.6% were constantly denied the most necessary, except for food. Among the households surveyed, 37.8% of respondents believed that they needed income of more than 9 thousand UAH. in order not to feel poor [8]. According to the job aggregator Work.ua, the average salary by the category "Retail" in Ukraine for the proposed vacancies for June 2019 is UAH 9000, which is close to the average monthly

salary calculated by the State Statistics Service of Ukraine. However, more detailed analysis shows the presence of deviations

related to qualification requirements, as well as regional coefficients.

Table 1

Comparison of the average monthly wage offered by vacancies in retail trade \*

Profession	Average salary, ths. UAH.	Average salary by region, ths. UAH			
		Kyiv	Dnipro	Zaporizhzhia	Lviv
Merchandiser	9	10	8	6	8
Seller	9	12	9	8	8,5
Cashier	8,5	10	8	7,6	8
Commodity specialist	10	11	9	7	8,5
Store manager	10	14	11	8	9
Seller of flowers	8	10	-	-	8
Head of pharmacy	12	12	-	-	-
Managing a chain of stores	15	18	-	-	-
Network store manager	15	15	-	-	-
Sommelier	12	12	-	-	-
Clogger	11	11,5	12	-	13,4

\* Compiled by the author based on [9]

Additionally, we note that for most of the vacancies analyzed, the specified wage bill includes bonuses or a percentage of sales, that is, the rate is significantly lower. In this context, we will agree with O. V. Tuzhilkina, who emphasizes: "Systems of material incentives have a market nature. They are formed under the influence of the labor market and the actions of competitors and are based on the direct dependence of payment and place and the official hierarchy of the enterprise, on the employee's labor contribution. Against the background of the general state of the economy, the effectiveness of this system is almost entirely determined by the economic, personnel policy and efficiency of the enterprise "[3, p. 156].

Taking into account the given data we can suggest that for the low skilled workers the main factor of motivation is the additional earnings in the form of bonuses, as well as

the desire to increase the position or transition to a higher position in another enterprise, which offers higher earnings. And if the first motive for career growth can increase labor productivity, then the second provokes the turnover of staff, exacerbating in the event of crisis processes that make it impossible for employees to pay wages in a timely manner. On the other hand, in the event that crisis processes lead to a reduction in supply on the labor market, bonus payments remain the only factor in motivation, the limitation of which may be a temptation for enterprises, given the difficult financial and economic situation and the absence of possible ways of retreat for workers. In general, this can provoke the demotivation of the labor of the personnel of the trading enterprises, which was investigated in detail by Koshova B.P.O. [10].

## Conclusions

The study emphasizes the four peculiarities of the motivation of the personnel of commercial enterprises in the conditions of the crisis - the connection of this process with the shadowing of the economy and the unofficial component of wages; differentiation of motivational mechanisms in relation to the level of qualification and position occupied; the dependence of the incentive payments on factors that the employee has no influence; weak readiness of the system of motivation of trading enterprises to crisis processes of the environment.

It is stressed on the importance of improving the strategy of motivation of personnel taking into account possible crisis processes in the economy, underestimation of which can become a factor in the destruction of the system of motivation in connection with the introduction of unscrupulous tools of motivational influence.

A promising direction for further research is the identification of the features and directions of the development of the system of motivation in the context of internal crisis processes.

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## TRENDS OF AGRICULTURAL ENTERPRISES' DEVELOPMENT IN THE CONDITIONS OF EUROPEAN INTEGRATION



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**JEL Classification: Q 12(17) ECONOMIC SECTION**

**Abstract.** The article investigates the agrarian enterprises in the modern conditions of management. The importance of agriculture for the Ukrainian economy is characterized. The production of products by agrarian enterprises and trends in the formation of capital investment volumes are examined. The comparative advantages of domestic agricultural production on the main types with other EU countries are calculated. The features of adaptation of agrarian enterprises to the requirements of European integration are outlined.

**Keywords:** *agricultural enterprises, agricultural products, agrarian policy, european integration, comparative advantages.*

### Introduction

The European vector of development, chosen by Ukraine, involves a number of structural changes in the economic system of the country, which, in turn, predetermines the need to create highly effective organizational and economic mechanisms for the functioning of strategic industries and economic complexes based on an innovative approach. At the same time, their institutional adaptation to the requirements of the EU is requisite, especially in the fields of social, ecological and energy processes. As the main source of society's physiological needs in nutrition, agriculture plays a special role in the socio-economic life of Ukraine, which has a high potential for natural resources.

Nowadays business conditions in the agrarian industry require enterprises to be ready to resist a rigid competitive environment, and be flexible and have potential for adaptation to a number of external factors that can with the driving force to ruin the established economic mechanisms, or in form of "underwater currents" to influence strongly on the results of their activities. This necessitates to define exact strategic directions and to make effective organizational and economic mechanisms for the development of the enterprise, provided with constant monitoring of agricultural development trends in Ukraine and abroad, namely changes in the regulatory, legal and institutional environment, as well as the availability of innovative technologies and products.

### Research results

The agrarian sector of the economy plays a special role in the economic life of the country. The value of agriculture in the economic system of Ukraine is rather significant and includes: 17.7% of the total employed population (2860.7 thousand people in 2017); 8.8% of all hired people; 10.2% of GDP (excluding taxes on goods, 2017); 12.1% of GDP (UAH 305.2 billion in 2017); 14.1% of the total volume of capital investments (63401 million UAH in 2017); 3.2% of fixed assets ( 264.9 billion UAH in 2016); 1.6% of

total direct investment (621.9 million USD in 2017). [1].

On the backdrop of a growing tendency in 2000, agricultural production by enterprises, including farms and households, shows a sharp decline in 2015 (from 139.1 billion UAH in 2014 to 131.9 billion UAH) and in 2017 (from 145,1 billion UAH in 2016 to 140,5 billion UAH), the volumes of plant growing production were declined, mainly due to the rising costs of production; decrease in demand of processing enterprises; the deterioration of

livestock enterprises in the face of weakening or total loss of cooperative ties; the impossibility to carry out field work in the

territories of the East of Ukraine (see table 1).

Table 1

Agricultural products by enterprise category  
(Million UAH, at constant prices in 2010)

	2000	2005	2010	2014	2015	2016	2017
<i>Agricultural enterprises</i>							
Agricultural products	57997,7	72764,7	94089,0	139058,4	131918,6	145119,0	140535,2
Plant growing production	45791,0	55677,0	66812,7	105529,5	99584,7	113392,6	108601,1
Livestock products	12206,7	17087,7	27276,3	33528,9	32333,9	31726,4	31934,1
<i>farms, including</i>							
Agricultural products	3125,2	8177,5	11965,8	19188,8	18909,3	22101,4	21743,1
Plant growing production	2903,3	7719,2	10840,9	17847,0	17565,4	20705,3	20338,8
Livestock products	221,9	458,3	1124,9	1341,8	1343,9	1396,1	1404,3
<i>Private allotments</i>							
Agricultural products	93024,5	106841,1	100797,5	112368,8	107548,7	109521,5	108621,8
Plant growing production	47047,9	58802,9	57741,4	72178,4	68854,3	71659,5	70873,5
Livestock products	45976,6	48038,2	43056,1	40190,4	38694,4	37862,0	37748,3
<i>Produced agricultural products per person, UAH</i>							
All categories of Farming	3071	3813	4249	5847	5589	5967	5865
<i>Agricultural enterprises</i>	1179	1545	2051	3234	3079	3401	3308
<i>Private allotments</i>	1892	2268	2198	2613	2510	2566	2557

Source: formed according to [1; 2]

Rise of the capital investment volume in agriculture since 2015 (Fig. 1).

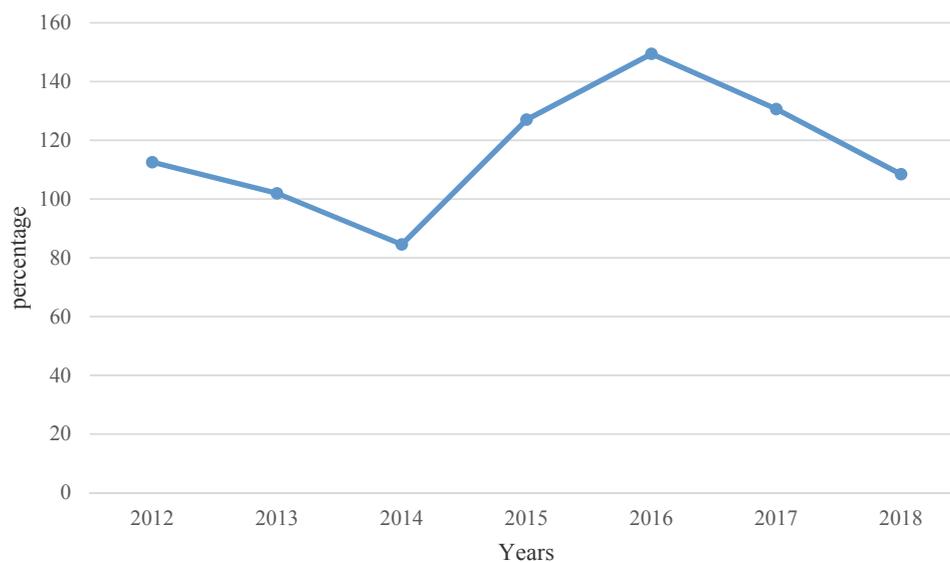


Fig. 1. Indicators of capital investments in agriculture, forestry and fisheries (% to the corresponding period of the previous year) Source: formed according to [1]

However, the share of investments in the total volume of capital investments within 2018 decreased by almost 1.5% (Fig. 2).

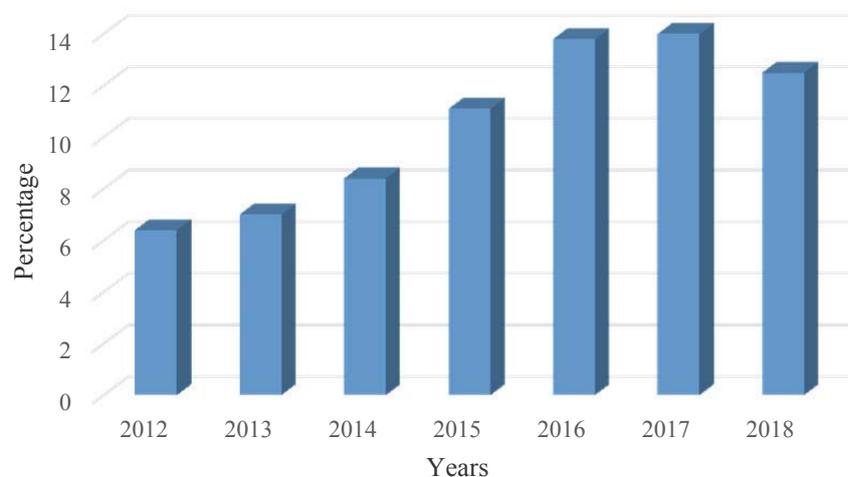


Fig. 2. Share of investments in agriculture, forestry and fisheries in the total volume of consumed capital investments (%).

Source: formed according to [1]

The opening of European borders and the implementation of a large-scale competitive environment, despite the appearance of the range of opportunities for domestic agricultural enterprises, led to the need to take into account the regulatory and legal framework and a number of specific factors that definitely effect on the functioning of the European agricultural business, and for many Ukrainian agricultural enterprises become a real threat.

To identify Ukraine's competitive positions in the European agrarian market, we consider it appropriate to apply the methodological approach of the French Research Center for Forecasting and International Information used by the International Trade Center UNCTAD / WTO [3, p. 6]:

$$RCA = \frac{1000}{(E_a + I_a)} * \left( (E_{ab} - I_{ab}) - (E_a - I_a) * \frac{(E_{ab} + I_{ab})}{(E_a + I_a)} \right),$$

where  $E_{ab}$  – export volume  $b$ -field (produits des entreprises agricoles)  $a$ -the group of analyzed countries;  $I_{ab}$  – import volume  $b$ -field (produits des entreprises agricoles)  $a$ - the group of analyzed countries;  $E_a$  – total exports  $a$ - to the group of analyzed countries;  $I_a$  – total imports  $a$ -oifrom the group of analyzed countries.

In other words, the country (a) has advantages in the field (b) over others in the case where the indicator of the identified comparative advantages ( $RCA$ )  $> 1$ . Therefore, an increase in the value of this indicator proves the strengthening of importance in the export structure of this country.

In the context of the study, the indicator of comparative advantages was calculated on the basis of various important types of agrarian products exported by Ukrainian agricultural enterprises in the EU and imported from there (Fig.3;4;5). To improve the display of RCA calculations results, three groups have been formed by product type: 1) meat and edible offal; fish and crustaceans; milk and dairy products, poultry eggs; natural honey; 2) vegetables; edible fruits and nuts; 3) cereals; flour milling industry products; seeds and crops of oilseeds; fats and oils of animal or vegetable origin; ready-to-eat food.

The results of the calculations essentially show the positive five-year dynamic of the comparative advantage indicator.

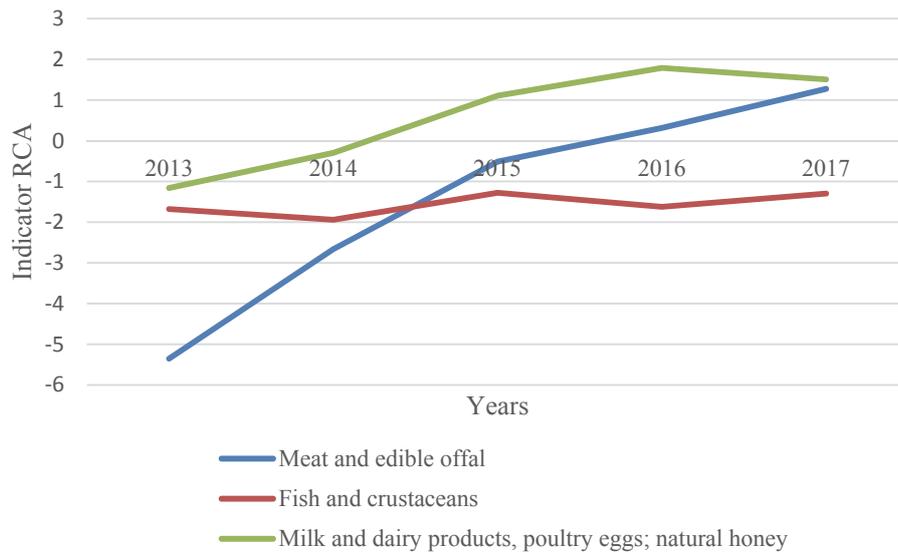


Fig. 3. The indicator of comparative advantages for 1st group of products, within 2013-2017. Source: calculated and formed according to [1]

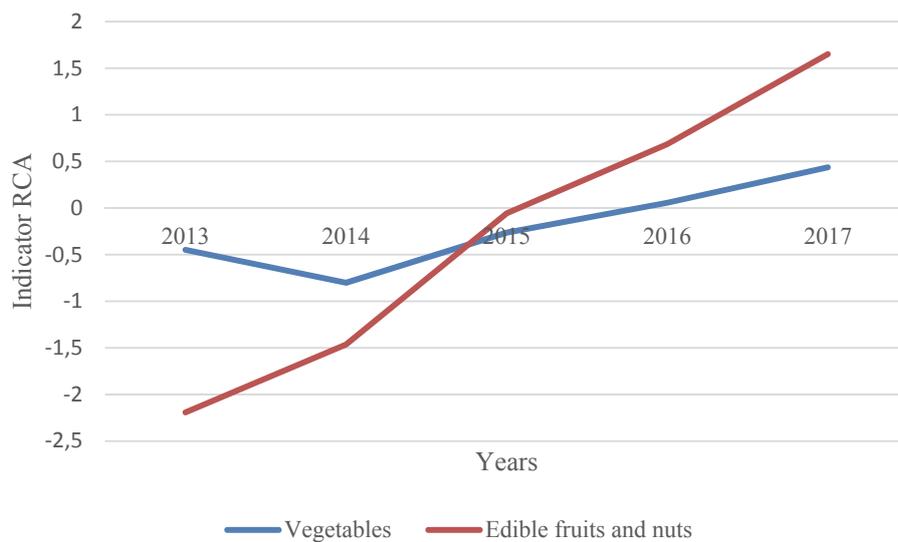


Fig. 4. The indicator of comparative advantages for 2-nd group of products, within 2013-2017. Source: calculated and formed according to [1]

The production of fish and crustaceans, flour-mill products and ready-made food is characterized by the lack of advantages. Cereals have the most comparative advantages in relation to other EU countries; fats and oils of animal or vegetable origin; seeds and crops of oilseeds (Fig. 5).

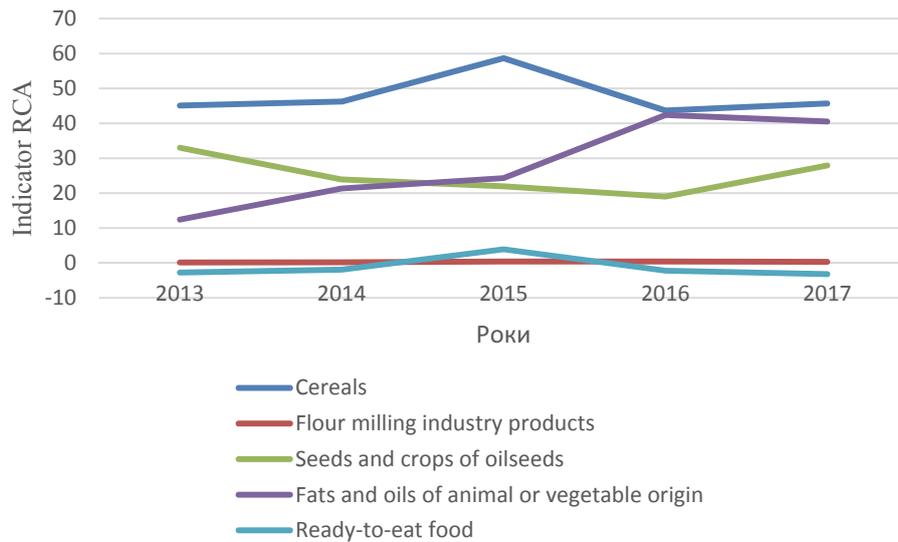


Fig. 5. The indicator of comparative advantages for 3-rd group of products, within 2013-2017.  
Source: calculated and formed according to [1]

The outlined results confirm the presence of significant potential in the agrarian sector of Ukraine, however, there are number of factors that must be taken into account by agricultural enterprises in their process of functioning. It is important to note that the main activities of the EU institutions in the agricultural sector are regulated by a common agrarian policy (or common agricultural policy), which goals are aimed at ensuring the fair living standards for farmers and producing of high-quality, safe, organic food at affordable prices for consumers. So, the system of state support for agriculture functions in two priority directions: 1) direct aid to farmers; 2) Balancing policy and maintaining internal market prices in the context of effective external protection.

The strategic objectives of the common agricultural policy are realized according to the principles of market unity, financial solidarity, priority of goods from the producers of the participating countries and directed to:

- to increase the agricultural productivity;
- to provide favorable to farmers social and economic levels;
- safe supply of agricultural products at moderate prices for end consumers;
- to stabilize the agrarian market.

An important feature of the common agricultural policy, which should be taken as a "road map" and a positive experience for all participants in the agricultural production life cycle, as well as state structures, is its key idea (approved in 2000) of the sustainable development of the agricultural sector of the EU against the backdrop of financial security, environmental friendliness and security of rural regions. In this case, two basic directions are detached: organization of common markets (market price support, adapted to the needs of customs duties and export subsidies); storage of agricultural products) and development of rural region (diversification of the rural economy, increasing the competitiveness of the participants in the agrarian sector and forestry, the development of the environment and the rural landscape, design and implementation of development strategies).

Therefore, the opening of new prospects for Ukrainian agrarian enterprises in foreign markets, caused by the signing of the economic part of the Association Agreement between Ukraine and the EU on June 27, 2014 (granting of certain preferences for national agricultural products), creates many opportunities for these companies and at the same time many threats and complications.

**Conclusions**

Thus, the necessary condition for increasing the competitiveness of Ukrainian agricultural enterprises in the domestic and foreign markets is to take into account the above-mentioned principles of functioning of the agrarian market in the EU and to follow the experience of doing business with counterparties under the "European rules", which proved their effectiveness by testing into the practice of highly efficient agricultural production and fixed competitive positions for agrarian enterprises of various organizational forms and sizes, which requires a steady improvement in the face of globalization..

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## DUALISTIC IMPACT OF MACROECONOMIC DETERMINANTS ON SUSTAINABLE ECONOMIC DEVELOPMENT



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**JEL Classification:** F43, O10, O11, O47.  
Formulas: 0, fig.: 5; tabl.: 0; bibl.: 10.

**Abstract.** The paper deals with the dualism of macroeconomic factors and how they can affect the economy depending on the relevant circumstances. The authors of the research structured and grouped macroeconomic factors into four groups: *income, assets, opportunities and expectations*. The group of expectations is unique in that it not only combines groups of *income, assets and opportunities*, but also enables to predict further individual decisions that influence on the mentioned groups of macroeconomic factors. The authors point out this as the scientific novelty of their research. The research conducted by the authors of the paper shows that macroeconomic factors - international trade, the fourth industrial revolution and energy resources - affect the national economy in a dualistic way.

**Keywords:** *dualism in economy, macroeconomic factors, sustainable economic development.*

### Introduction

Economic growth is one of the most important goals and objectives in each country seeking to improve the standard of living of the population, as well as to ensure economic prosperity throughout the country. The leaders of many countries seek to ensure the fastest possible economic growth and eliminate the problems that hinder economic progress. Sustainable economic development is important because it contributes to the general prosperity of the society, allows people to earn more, consumer more goods and services and live a better life. Various factors, such

as economic development, public culture or even the individual's family status, education and health condition affect the well-being of the society to ensure the best possible conditions for human life [1]. The most pronounced and major macroeconomic problems affecting not only people but the whole economy are unemployment and inflation. People quickly feel a rise in prices, a decline in wages or even jobs. These macroeconomic factors may cause other problems such as emigration, poverty, etc. Macroeconomic factors can have a dual impact depending on certain circumstances. Therefore, it is important to explore how the dualism of macroeconomic factors affects the sustainable economic development, which can help the economy not only to avoid its recession, but also to turn the potential shortfall into an advantage

### Theoretical Background. Macroeconomic Factors and Development.

Various factors, influencing on the sustainable economic development, can be presented as systematized single sectors and analyzed from a macroeconomic perspective. Every country seeks to estimate its economic situation, its positive sides and prevailing global problems. The economic factors that have arisen are felt in every person's life. Factors are necessary to analyze because the results help:

1. Analyze various laws and correlations between the processes and phenomena taking place in the economy, allowing to discover the influence of the regularity on the economy and its development;
2. Understand the relationship that allows assessing the current situation in the economy, as well as understanding the macroeconomic dependence;
3. Make various forecasts that can help predict future prospects or avoid certain economic difficulties [2].

Macroeconomic factors are fundamental determinants of long-term productivity and growth promotion [3]. All macroeconomic factors affecting the economy can be systematized and grouped into several groups (see Figure 1). Thus, sustainable economic development is driven by income, assets, opportunities, expectations.

The state is economically stronger, when has more *assets* besides the best economic indicators [4]. When assessing the assets and how they reflect the economic state of country, it is important to point out, how the assets are distributed among the households, considering savings, available assets or inheritance [5]. All assets are measured in monetary terms, so the size of income is important as well, because the higher income is earned, the more assets people can acquire, which results better economic improvement in the state.

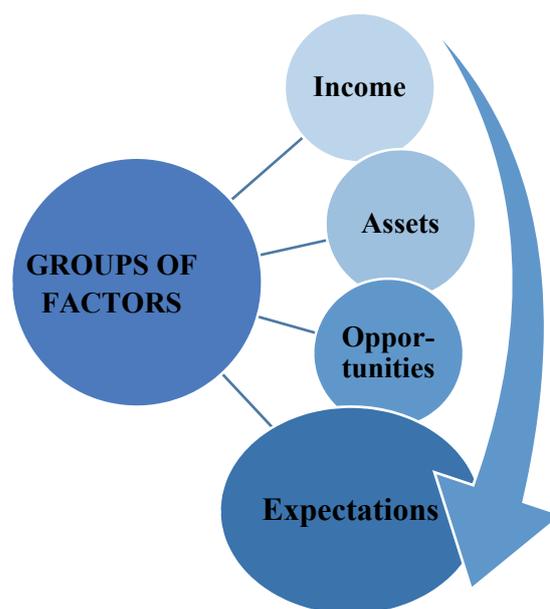


Figure 1. Groups of Macroeconomic Factors Affecting the Sustainable Economic Development

*Opportunities* are a macroeconomic factor that the individual does not control. If a person can deliberately choose what income to earn by choosing the appropriate job, or how much and what kind of property to acquire, this is contrary with opportunities. An individual cannot control his birth, place, nationality, gender, family, and so on. These factors may determine his future and quality of life, which will accordingly contribute to the economic situation in the country [6]. People's different intellect shows different possibilities. Not everyone can be a scientist, astronaut, IT professional or other professional with high intelligence needs. This inequality of opportunities contributes to the

various macroeconomic indicators that shape the economic situation in a country.

Research conducted by the authors shows that *expectations* unite all the mentioned macroeconomic groups and influence on them. The magnitude and weight of expectations are the causes of the following human actions, which in some way affect the macroeconomic indicators and influence on the sustainable economic development. As the world develops faster and faster, expectations are increasingly leading to the sustainable economic development. Expectations are based on many people decisions that more or less influence on the economy (see Figure 2).

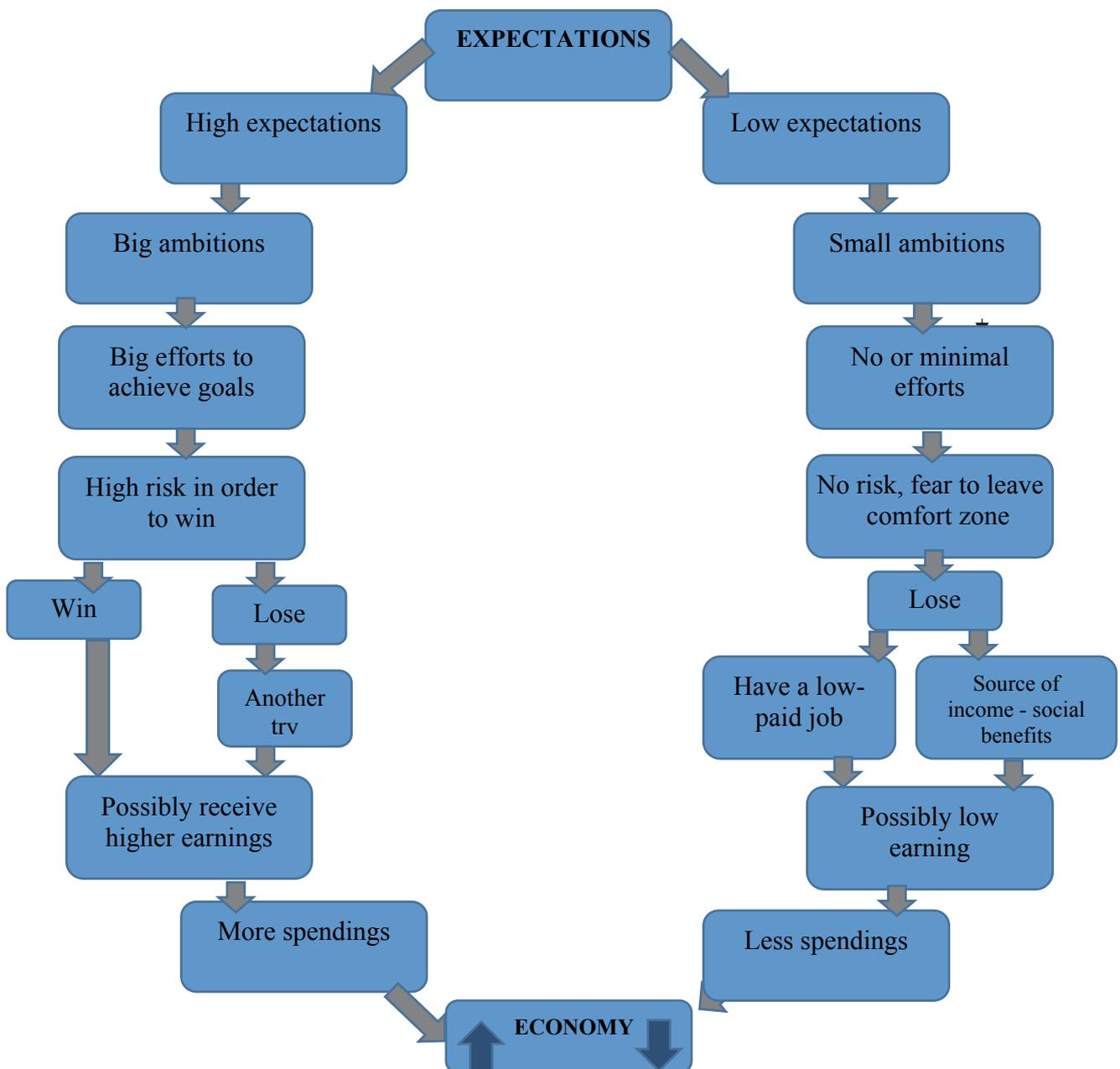


Figure 2. Impact of Human, Expectations on Economy

Based on their desires, beliefs or flair, people take certain actions that always affect their personal finances. Part of the population are struggling to acquire good education, with the expectation that it will allow to get well-paid job, to generate higher income, which promotes sustainable economic development in the country. However, there is another part of people whose expectations are not high and one of the main goals of this group is simply to survive. Often such people do not contribute to the welfare of the economy, but also inhibit it from their poor education, unemployment, possible crimes or the requirement to receive various social support from the state budget. The groups of macroeconomic factors - income, assets, opportunities and expectations - can be divided into such macroeconomic factors as unemployment, inflation poverty, the shadow labor market, emigration, financial development of the country, which directly influence on the economy.

Research on macroeconomic factors helps to foresee potential threats and find appropriate solutions to accelerate sustainable economic development in the country. The analyzed factors have a significant impact on sustainable economic development. The most important factor group is *expectations*. This group is important for the national economy as it not only combines other macroeconomic groups of income, assets, opportunities, but also enables to forecast further individual decisions that affect these groups of macroeconomic factors.

### **Research and Discussion. Dualism in Economy.**

Analyzing the impact of macroeconomic factors on the economy and sustainable economic development, it is important to note that their expression can be dualistic. The phenomenon of dualism in economy is usually encountered in the analysis of international trade, the fourth industrial revolution and the use of energy resources.

#### ***International trade.***

The international relations make an important part in the national economic structure. For this reason, international trade – export and import, also contributes to the sustainable economic development in the country. The countries are trading because they are benefiting from the comparative advantage [7]. Nowadays, any single country can produce all the goods needed to meet the various needs of the population, so international trade is a way for every country to have everything, both first necessity and second necessity. In this way, each country produces and exports or imports the goods or services that benefit to the national economy.

A country, seeking for the economic growth, tries to increase exports. The regional development and growth export base method (EBM) is based on the basic idea that the economy should primarily boost the flow of money to the region by increasing exports of goods and services. The growth in export volumes has a positive effect on GDP growth, payments and trade balance, and also has an impact on the value of the national currency, allowing for higher income. Other economic factors that generate the corresponding economic result depend on the increase/decrease of exports (see Figure 3).

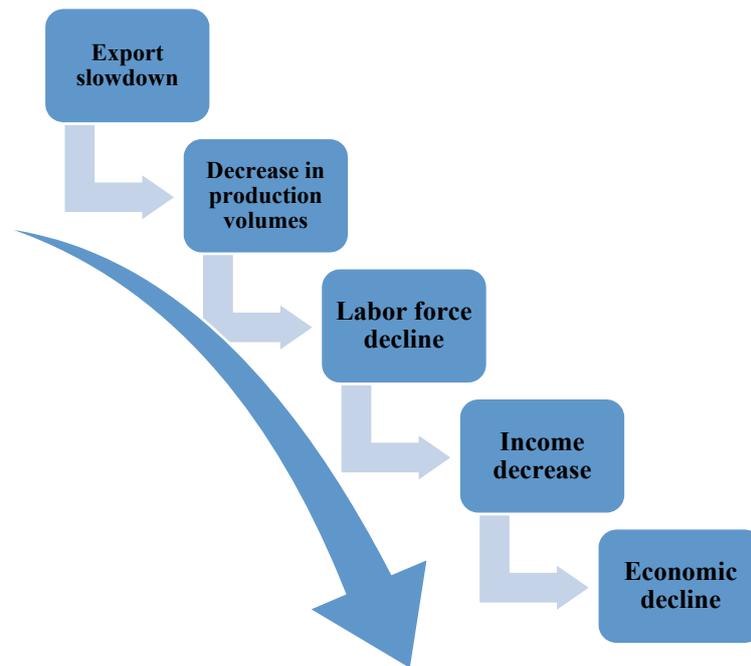


Figure 3. Impact of Export Decrease on Economy

On the other hand, an increase in exports can have a negative impact on the economy. At the end of the XIX century, when refrigerators spread around the world, Argentina became a supplier of frozen meat to the world market. In this way Argentina outperformed the US, which stopped supplying meat in the international market. It can be said that Argentina has won: its exports have increased, and at the same time, the country's revenue has increased, but the benefits of trade have not spread evenly. The rise in the price of exported beef in Argentina caused damage to the local population. Finally, the international price has fallen due to the fall in prices of cattle in Europe and the USA. This example demonstrates that a sharp increase in exports can turn into a global economic problem and slow down its growth.

#### **The Fourth Industrial Revolution.**

One of the most topical issues in today's world is the Fourth Industrial Revolution (*Industry 4.0*), its impact on the world, people and economy. We, the people who are watching and excited about the technologies, inventions, and scientific advances surrounding us, are wondering what the price is of it.

The Fourth Industrial Revolution has made invaluable advancement in science, which helps in medicine, business, manufacturing, industry or daily life. In major companies around the world robots play a huge role:

they work faster, and sometimes more productive than people. Created artificial intelligences are able to make appropriate decisions and tasks. The Fourth Industrial Revolution has a major impact on productivity, which is one of the factors contributing to long-term growth and living standards. Developed innovative products and services are more functional and qualitative, and companies use competitive markets through digital platforms, resulting in extremely low costs, leading to lower prices and lower inflation. Another factor contributing to sustainable economic development is *Industry 4.0*. It enhances the ability of the public to respond to negative externalities, thereby stimulating sustainable economic development. Rapid technological advances in renewable energy, fuel efficiency not only increase returns on investment, but also contribute to GDP growth, as well as help reduce climate change. And this is one of the most important challenges in the world today.

Robots in the production need to be perceived not only as a technical device, but as an artificial intelligence, intelligent work organization systems, that produce the products as well as calculate the costs, and design the plants. The following *contradictory* effects of the application of technology on employment can be distinguished as follows: it is a demolition effect as well as a capitalization effect [8] (see Figure 4).

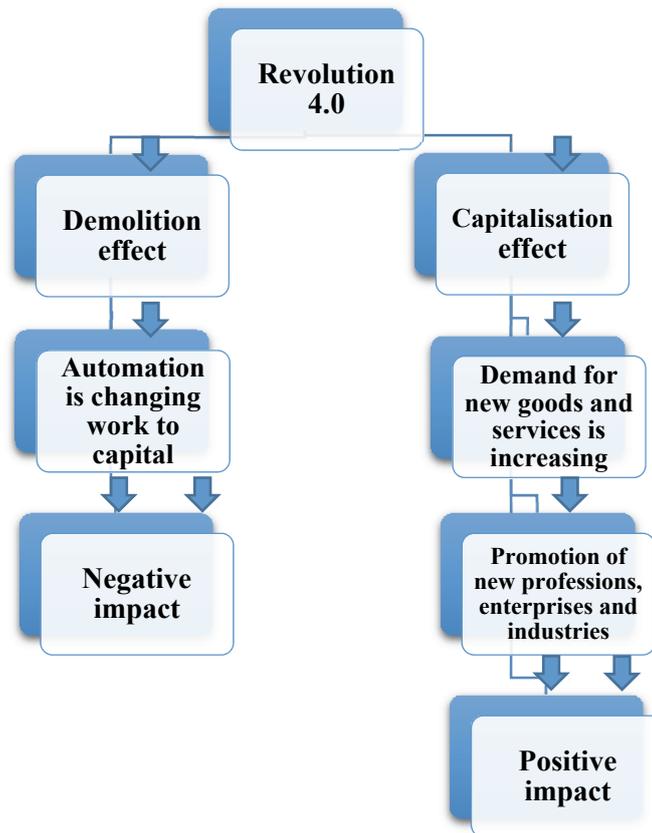


Figure 4. Positive and negative effects of the Fourth Industrial Revolution on Economy

As can be seen in Figure 4, work is at greatest risk. Some scientists say that robots will replace working people. Already now

There is no common opinion about the impact of the Fourth Industrial Revolution on sustainable economic development. The revolution is only gaining momentum, so its potential impact can only be predicted. The supporters of digital technology hope that this industrial revolution will have a more positive impact than negative and will boost sustainable economic development worldwide. The European Parliament Research Service predicts that as many as 390,000 new jobs will be created in Germany alone [9]. There are four key areas for which all technological advances will have the greatest impact: productivity, revenue growth, employment and investment.

#### **Energy resources.**

Modern production is not conceivable without energy use. Without it, the development of the whole world would stop and technology would become worthless, so energy resources are very important all over the world. As energy resources are limited enough, the impact of their changing price on the economy is widely considered in literature

many works are done not by people, but by artificial intelligence. Industry is becoming digital, connected to the whole

and society. Economists distinguish two major branches for which the rise in oil prices is having a negative impact: production and economy.

The classic supply effect, which states that rising energy prices are associated with a declining ability to source the raw material needed for production, reduces potential GDP. As energy is the main raw material for production, the rise in energy prices also increases production costs, which leads to a reduction in production in the company. This factor reduces productivity and real wages and increases unemployment, leading to a decline in GDP (see Figure 5).

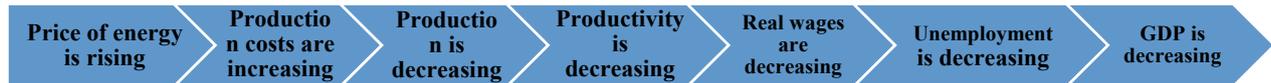


Figure 5. Impact of Price of Energy Increase on GDP

Consumer income is falling because consumers are forced to pay more for imported oil, while passing on a larger portion of their income to a foreign country, thus retaining a smaller share in their country[10]. The rise in oil prices reduces the purchasing power of oil-importing countries, which reduces prosperity and consumption.

Declining consumption has a direct impact on aggregate demand, and at the same time slows down GDP growth, which most accurately reflects the economic situation in the country. Therefore, it is important to study macroeconomic factors because some of them have dualistic effects on sustainable economic development.

## Conclusion

The authors of the article analyzed the dualism of macroeconomic factors and how they can influence on the economy depending on the circumstances. The authors of the study structured and grouped macroeconomic factors into four groups: income, assets, opportunities and expectations. The group of expectations is unique in that it not only combines groups of income, assets and opportunities, but also enables to predict further individual decisions that influence on these groups of macroeconomic factors.

Most often, the phenomenon of dualism is encountered in the economy by examining international trade, the Fourth Industrial Revolution and the use of energy resources.

The analysis of international trade has shown that the growth of export volumes is one of the most effective ways positively affecting GDP growth, payments and trade balance. The growth of the exported goods and services in the country has a positive impact on the national value of the currency, allowing for higher income for the population. The decline in exports has a direct impact on the decline in production volumes, shrinking labor force, which has a negative impact on the size of incomes and sustainable economic development.

The Fourth Industrial Revolution significantly increases productivity and encourages national economy to grow. Innovative technologies are more functional, quality and allow businesses to cut costs. But robotics and automation are transforming capital, the workforce is replaced by robots, which poses a real threat to employment, people's income and livelihood.

Energy resources have a strong impact on the economic performance of each country due to their limited availability. The rise in raw material prices has a direct impact on production and its volume. As production decreases, productivity, wages, and the number of workers are falling, and the result of it is a decreasing GDP indicator.

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## SOCIO-ECONOMIC STRATEGY OF DEVELOPMENT OF ORGANIZATIONAL-LEGAL FORMS OF AGRIBUSINESS IN UKRAINE



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**JEL Classification: Q12**

**Abstract.** The article presents the results of the analysis of the preconditions for the development of organizational and legal forms of agribusiness in Ukraine. The strategic and macroeconomic aspects of this process are explored. Problems and trends of the agrarian sector of the country's economy are determined. Prospects of activation of the state in regulation of functioning of the agricultural sector of economy are investigated. Considered the paradox of the need for a combination of state and market regulation. The socio-economic principles of development of organizational-legal forms of entrepreneurial activity in the agrarian sphere of the country's economy are substantiated.

**Keywords:** *agriculture, agribusiness, organizational and legal forms, management of agricultural enterprises, food safety.*

### Introduction

Unlike most developed European countries, agriculture in Ukraine is the most brisk sector of the national economy for attracting foreign investment. This is facilitated by market benefits, namely favorable natural conditions and the advantageous location of Ukraine on the map of world agricultural business, low cost of local resources, historical inclination of the population for agriculture, the presence of developed agricultural infrastructure and machinery, neighborhood with the leading world markets for agricultural products consumers - the countries EU and Middle East countries.

The research of the strategy of agribusiness development in Ukraine is devoted to the works of such scholars as I. Zablodskaya, L. Filatov, I. Tysyachuk, M. Latynin, O. Skibitsky, L. Skibitskaya and others. At the same time, further research is required on the ways of developing organizational and legal forms of agribusiness in Ukraine, in particular, the development of appropriate socio-economic principles.

The *purpose of the article* is the substantiation of the socio-economic strategy for the development of organizational and legal forms of agribusiness in Ukraine.

### Research results

Based on foreign experience in eliminating the imperfections of the sectoral structure of the agrarian sector of the country's economy within the framework of the implementation of the state agrarian policy in Ukraine, six criteria can be distinguished for the development of priority sectors [1, p. 172-173]:

1. Export potential is the main criterion. The production of agricultural enterprises in this sector should be distinguished by the

possibility for a rapid expansion of agricultural exports, based on comparative advantages of the national economy. Then the prospects for strengthening the competitiveness of this sector of the agrarian sector of the country's economy in the foreign market of agricultural products are evaluated and evaluated. Typically, comparative advantages include low labor costs and the need for high employment. When assessing export potential, forecasts

of market conditions for one or another agricultural product on the world market are being formed, and long-term growth tendencies are determined.

2. Prospects for the demand for agricultural products in this sector of the agrarian sector of the country's economy in the domestic market. The dependence of the economy of the national economy on exports of agricultural products should be mitigated in some ways by the growth of domestic demand. Here are the traditional methods of determining the elasticity of one or another agricultural product by income: the higher the level of development of the national economy, the higher demand for agricultural products in this sector of the agricultural sector of the country's economy inside the country.
3. Development of the population of the country as a whole. The development of the sectoral structure of the agrarian sector of the country's economy should contribute to the growth of the scientific and intellectual potential in the country.
4. Minimization of the dependence of the national economy on the import of agricultural raw materials and energy, reducing the resource intensity of agricultural production in general.
5. Minimization of trade imbalances in agricultural products. For successful competition, the development of a priority sector of the agrarian sector of the country's economy must mitigate unfavorable conditions for competition in the national economy on the foreign market of agricultural products.
6. Favorable side effect. If the accelerated development of this sector of the agrarian sector of the country's economy contributes to increasing the efficiency of production in other sectors of the national economy, then such an industry can also be considered a priority.

It follows that such industries can become grain logistics, precision farming and organic production. So, the prospects of grain logistics are due to the fact that large and medium-sized enterprises of agricultural production in Ukraine intend to increase the production of a number of grain crops. Over the next five years, they plan to increase production from 60 thousand tons to 100 thousand tons. The infrastructure for storing and transporting grain is worn out and often does not meet the

requirements of international companies. According to the World Bank estimates, the subjects of agricultural production in Ukraine each year due to unsatisfactory condition of logistic objects do not receive 0.6-1.6 billion dollars. USA, or 20-50% of the current volume of bank loans borrowed from the agrarian sector of the Ukrainian economy. In turn, the capacity of the exact agricultural market in Ukraine, according to the company SmartFarming, is up to 50 million dollars. US per annum with an annual increase of 25%. Following large agricultural enterprises, the system of precision farming and land monitoring is actively implemented by medium-sized agricultural enterprises and small farms. According to the Ministry of Agrarian Policy and Food of Ukraine, agricultural producers export 80% of organic produce. Only in 2016, abroad, 165 thousand tons of organic products were sold to 46 million euros from its sale. The largest importers of Ukrainian organic products were Austria, Belgium, Great Britain, Italy, Netherlands, Germany, Poland, Hungary, France and Switzerland. Ukrainian agricultural producers also export organic products to Australia, Canada, the United States and some Asian countries [2].

It is obvious that in addressing the imperfections of the sectoral structure of the agrarian sector of the country's economy in the framework of the implementation of the state agricultural policy, Ukraine has serious competitive advantages in attracting foreign investment in the agricultural sector of the economy. At the same time, potential investors who are accustomed to working in a comfortable business environment are alarmed by the high level of bureaucracy and corruption, unstable legislation, high risks and common non-market methods of entrepreneurship in Ukraine.

As the agricultural sector is changing rapidly today, the development of technologies and new technical developments make its participants develop and compete with each other. Modified to unidentified conventional combines and seeders, the number of agricultural enterprises per hectare of agricultural land is reduced by a factor of. At the same time, experts from the Food and Agriculture Organization of the United Nations continue to assert the growing threat of food security. External factors affecting the productivity and saturation of agricultural

products market often reduce the supply of demand growth. The fall in prices for agricultural products in the form of record-breaking harvests, by default, is intended to stimulate agricultural production entities before processing and the creation of high value-added agricultural products. However, Ukrainian agricultural enterprises are not in a hurry to take an example from their foreign counterparts.

Thus, the world tendencies in the development of the agricultural sector of the economy have become processes of rejuvenation of the age group of entrepreneurs who run small farms. In the modern agricultural sector of the world economy, the most important role is played by the latest technologies in order to increase the competitiveness of agricultural producers. Chaotic and unregulated development of biotechnology in agriculture is under way, and agricultural enterprises are highly specialized in the simultaneous shortage of natural resources and climate change irreversible at the global level. In addition, changes in commodity market conditions and changes in the benefits of meat products consumption, promotion of a healthy lifestyle and environmentally friendly production have an ever-increasing influence on the economic interests of agricultural producers, compared with the state regulation of the functioning of the agricultural sector and its participants. It should be noted that most of the above-mentioned tendencies in the development of the agricultural sector of the economy are inherent in the agrarian sector of the Ukrainian economy.

Thus, some of the world's tendencies in the development of the agricultural sector of the economy prove the need for state regulation of the functioning of the agricultural sector and its participants. Thus, the state, in the person of the performers of economic interests, interferes in one way or another with the economic processes in the agricultural sector, pursuing purely subordinate state interests of the state, which determine a limited, somewhat passive role in the regulation of the agricultural sector of the economy.

Under these conditions, the market mechanism for regulating the functioning of the agricultural sector and its participants plays an active role. Thus, market competition of agricultural producers, influencing the

prices of agricultural products and incomes of agricultural producers, quickly adapts the differentiated actions of agricultural producers, regulates the balance between the demand for and supply of agricultural products, ensures the stability of the agricultural sector at the macro level. At the same time, the market mechanism for regulating the functioning of the agricultural sector of the economy, as the development and monopolization of the latter, as well as the complication of reproduction processes, is limited due to unemployment of the population, inflationary processes, disparity in prices for agricultural and industrial products, as well as a continuing imbalance between aggregate demand and supply of agricultural products .

In the above-mentioned conditions, activating the role of the state in regulating the functioning of the agricultural sector of the economy is an objective necessity. At the same time, let us note that state regulation of the economy will not eliminate the disadvantages of a market mechanism. The paradox of the need to combine state and market regulation of the functioning of the agricultural sector and its participants is in the forms and methods of state intervention in the activities of agricultural producers, their compliance with the market environment of a particular country. The world tendencies in the development of the agricultural sector of the economy prove that there are no common standards in the application of state regulation of a market economy, and the implementation of foreign experience can be detrimental without its adaptation to the realities of the agricultural sector of the economy.

Obviously, market regulation of the agrarian sector of the economy, as well as state interference in the processes of functioning of the agricultural sector of the economy in clearly defined boundaries, are necessary. We agree with the opinion of the majority of experts regarding the slight interference of the state in the activities of agricultural producers [3, p. 108]. That is, the ratio of state intervention and market self-regulation of the agrarian sector of the economy at the level of 30.0% and 70.0% respectively (Fig. 1).

Given the paradox of the need to combine state and market regulation of the functioning of the agricultural sector, attempts to design a mechanism for such regulation are

complicated by ambiguous requirements regarding the correlation of state intervention and market self-regulation of the agrarian sector of the economy, since the question of the efficiency of state and market mechanisms in certain areas of activity of agricultural

producers have no unambiguous answer [4]. Therefore, the problem of the optimal combination of regulation of the functioning of the agricultural sector of the economy still requires a thorough and comprehensive research.

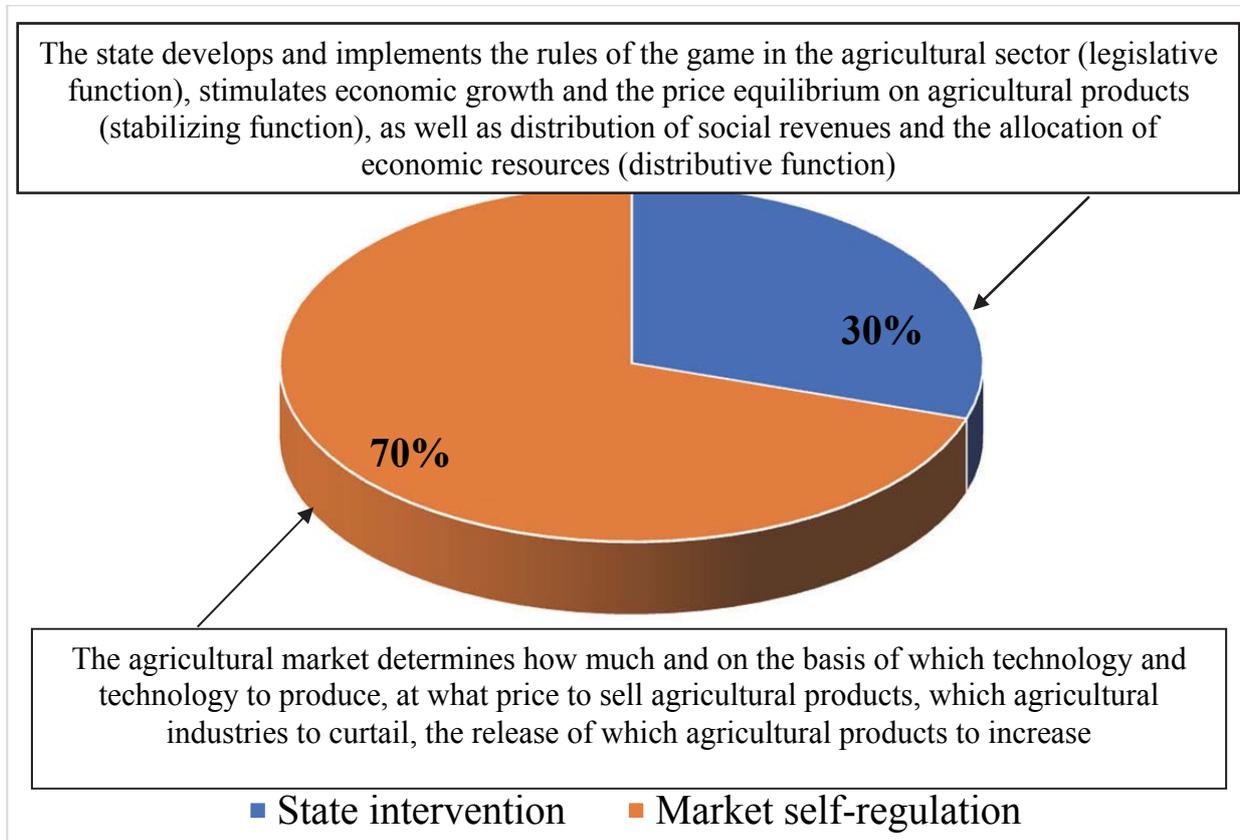


Fig. 1. The paradox is the need for a combination of state and market regulation of the functioning of the agricultural sector of the economy

Made by the author according to [3, 5]

At the same time, attempts to design a mechanism for such regulation allow formulating the following methodological principles of combining state and market regulation of the functioning of the agricultural sector of the economy:

1. Harmonization of the mechanisms of state intervention and mechanisms of market self-regulation of the agricultural sector will help to minimize the scope of state regulation of the activities of agricultural producers;
2. The combination of mechanisms of state intervention and market self-regulation mechanisms of the agricultural sector of the economy and its participants needs to take into account the peculiarities of the development of the Ukrainian economy, world experience and trends in the

development of the agricultural sector of the world economy;

3. Improving the mechanisms for regulating the activities of agricultural producers requires forecasting of the development of the national economy and the market of agricultural products for the long-term period.
4. Harmonization of the mechanisms of state intervention and mechanisms of market self-regulation of the agricultural sector will facilitate the application of a differentiated approach to the components of the state regulation of the activities of agricultural producers, as well as the definition of the priorities of state regulation of the development of agricultural production sectors, which will determine the competitiveness of the agricultural sector

of the national economy under conditions globalization.

In our opinion, the consequences of ignoring any of the above-mentioned methodological principles of combining state and market regulation of the functioning of the agricultural sector of the economy are the facts of the monopoly of agrohholdings and other associations of agricultural enterprises, the inflationary processes in the agricultural market, as well as the decline of business activity of agricultural entities production. Therefore, today the extremely important performance by the state in the person of the performers of the economic interests of agricultural producers is only those functions aimed at eliminating the negative phenomena of market relations in the agricultural sector of the economy.

It should be noted the expediency of the development of organizational and legal forms of entrepreneurial activity in the agrarian sector of the country's economy in the framework of the implementation of a comprehensive state agricultural policy in Ukraine, which should be based on the following socio-economic principles:

1. Achieve unity in the concept, strategy and program of structural changes in the agrarian sector of the country's economy by matching the interests of the state, local communities, agricultural enterprises and other interested parties in the process of ensuring sustainable development and utilizing the natural resources potential of the regions in the activities of agricultural producers .
2. Comprehensive modernization of agricultural production systems and related fields (educational, scientific, infrastructural, informational, agrarian-legal) at the regional, branch and production levels, taking into account strategic aspects of the evolution of organizational and legal forms of entrepreneurship in agriculture.
3. Creation of prerequisites for innovation and investment restructuring of the agrarian sector of the country's economy on the basis of programmatic financing and public-private, tripartite (state, local self-government, enterprises) co-financing of agricultural innovation projects; investing in the development of entrepreneurship in the priority organizational and legal forms; strengthening the protection of investors'

interests; preservation and development of human, human resource and scientific potential of the agrarian sphere.

4. Implementation of flexible state regulation of financial and credit relations in the agrarian sector of the economy through preferential taxation and lending to enterprises and their associations according to the priority organizational and legal forms for ensuring the necessary volume of agricultural production, achievement of economic, food security of the state, sustainable development of rural territories and improving the quality and standard of living of the population.
5. Improvement of the mechanisms of regulation of the labor market, social protection and material support of agricultural enterprises, introduction of programs of vocational guidance, information support, including on the choice of the organizational and legal form of entrepreneurial activity for those who want to start their own business in agribusiness.
6. Implementation of state programs for the support of socially responsible agribusiness, regardless of the size of the enterprise, stimulation of the creation of agricultural cooperatives on the basis of the introduction of small and non-waste technologies, the spread of the practice of using biological means of plant protection, increasing the efficiency of using the resources of environmentally safe agricultural production, integrated processing of agricultural raw materials , protection and improvement of the environment.

The evaluation of the effectiveness of the introduction of socio-economic principles for the development of organizational and legal forms of entrepreneurial activity in agriculture is proposed to be carried out according to the following criteria: simplicity and transparency of entrepreneurial activity in agribusiness; the dynamics of growth of export potential; the dynamics of expansion of domestic markets for agricultural products; minimization of import-dependent agribusiness; the dynamics of improvement of the level and quality of life of the population of rural areas; the dynamics of infrastructure development and regional agricultural clusters.

**Conclusions**

According to the results of the research, the complex of socio-economic principles of the development of organizational and legal forms of entrepreneurial activity in agriculture related to the improvement of conceptual and strategic bases, modernization of production and related systems, innovation and investment restructuring of the agrarian sphere, flexible regulation of financial and credit relations, improvement of mechanisms is substantiated. regulation of the labor market, social protection and material security, as well as the social responsibility of agribusiness. A system of criteria for assessing the effectiveness of implementing the proposed principles has also been developed.

*A promising direction for further research* is the search for new mechanisms for the development of organizational and legal forms of agricultural entrepreneurship.

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## SUBSTANTIATION OF THE NEED FOR STATE REGULATION OF ENTREPRENEURIAL NETWORKS IN THE ECONOMY

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**Abstract.** The article substantiates the reasons for the need for state regulation of entrepreneurial networks activity in the economy. The risks of reducing the effectiveness of state regulation of the development of network structures are identified and analyzed. The emergence of risks depending on the stages of the network structure formation is considered. A situational approach to

the development of measures of state support for the development of entrepreneurial networks in accordance with four possible scenarios, which are identified on the basis of key performance criteria of the network entrepreneurial structure: the number of participants, their innovation activity and the level of cooperation.

**Key words:** entrepreneurial network, cluster, state regulation, risks, network structure.

### Introduction

In the modern economic space, various forms of entrepreneurial networks, which are based on the principles of complementarity, synergy, innovation activity and trust, are becoming increasingly active. The most common forms are clusters, logistics networks, innovation networks and the like. The vast majority of such network structures are focused on innovative development, which is possible only on condition that effective instruments of state support are developed and provided. The development of entrepreneurial networks is a logical process conditioned by the logic of technological and economic changes. This means that their emergence and functioning in the economy can occur naturally regardless of the state macroeconomic policy. In this regard, the question arises about the practicability, spheres and boundaries of state intervention in the formation of entrepreneurial networks.

**Analysis of recent research and publications.** Among experts on regional networks there is a widespread opinion about the inefficiency of the state policy of network structures regulation, based on a study of 700 clusters conducted by Van der Linde, which showed that only one cluster network (Hsinchu, Taiwan) was the result of targeted state policy [1]. From the point of view of Gilles Duranton, policy measures aimed at developing network structures, in particular clusters, should be considered secondary, since they are aimed at solving complex and poorly studied problems [2]. The study by a group of scientists led by Philippe Martin, which was conducted in regard to the growth of productivity of production factors of

companies resulting from the implementation of cluster policy in France, showed that over the period 1996-2004, the productivity decreased by 5% [3]. The obtained results were the basis for strengthening in the scientific environment of the skeptical attitude to the state activities in the field of regulation of sectoral and regional innovation networks, in particular clusters.

However, it should be noted that making such conclusions should be based on studies covering a much longer time period (several decades), because that is how much time is needed for the formation of innovative value chains of industrial importance. It is also necessary to take into account the complexity of assessment of network effects, because

they are multidimensional and cover not only the production, but also the infrastructure, education, science, social sphere and are situational, that is, determined by the conditions of the environment.

**Purpose of the article.** Given this, the purpose of the article is to substantiate the need for state regulation of entrepreneurial networks activity, identify its risks and develop state policy scenarios depending on the determined key performance criteria of the network entrepreneurial structure.

**Main material of the study.** Despite the existence of skeptical views on the positive impact of public authorities, it is worth noting that the state regulation of the development of entrepreneurial networks, especially innovation ones, is quite common in the world. This is due to the fact that support for breakthrough innovation in the economy is based on fundamental research, which is a recognized sphere of state responsibility. Nowadays, the share of the state in the cost of research and development is about 39%. The EU countries have accumulated significant experience in innovation policy, which provides tools for both direct and indirect stimulation of innovation activity in the economy, including through support for the development of network innovation structures, such as clusters.

Summarizing practical experience, it can be noted that the implementation of the policy of support for the development of entrepreneurial networks is reduced to finding and maintaining a balance between natural and consciously controlled processes. The best results, as a rule, appear where the state has identified and supported network structures with the greatest innovative potential [4, 5].

In general, the need for state intervention in the development of network structures is due to the emergence of economic imbalances, which are unable to be resolved by the "invisible hand of the market." According to E.S. Kutsenko, market failures in the field of formation and development of network structures include situations of two types: a) inadequacy of the territorial distribution of productive forces to the existing agglomeration effects; b) insufficient production of positive external economy by localized economic agents, conditioned by its incomplete reflection in the results of economic activity of these agents [6, p. 9].

The first of them is connected with the fact that the existing networks of interdependent companies, which have been formed and generate certain positive external effects for their participants, may lose this ability over time, due to economic and technological changes. This leads to the fact that companies have to either accept the decline in their own competitiveness, or migrate to other industries, sectors or even territories where a possibility of obtaining additional effects still remains.

However, even under perfect competition, the possibilities of capital flow to other sectors and regions are limited. Restrictive barriers are connected with the peculiarities of the previous development of companies, in particular such as investments in means of production and technology, limited information, existing regulations and obligations, geographic location and the like. They create a "path dependence" within which the company's activities develop. This pattern was described in the works of a number of authors and reflects the inertia of economic entities in the adaptation to organizational, technological and institutional changes. [6, 7].

The most important for the majority of entities are the innovative effects generated by entrepreneurial networks, in particular reducing the costs of access to new knowledge, the creation and diffusion of innovations, the growth of the speed of their implementation through the formation of an appropriate environment, increasing the innovation activity of participants, facilitating access to the financing of innovation projects and the like. But by their economic nature, innovative effects are quite short-term, and therefore need constant support. If such an effect in the network is exhausted, moving to other industries, sectors or more favorable regions for companies is accompanied by additional transaction costs, which shows the need for state support to such processes.

Another significant market imbalance in the development of entrepreneurial network structures is associated with insufficient generation of positive synergy due to the lack of sufficient incentives for business entities to create free benefits for third parties, as they are not sufficiently reflected in the final performance of economic management.

Thus, it is impractical to deny the role of the state in the formation of network structures, especially of the innovative

direction, since the provision of network effects, which are collective by their nature, can fully occur only with the financial, institutional, information, consulting, etc. participation of the state. The exclusion of the state from this process will lead to the inhibition of innovative development and fragmentarity in the formation of network relations [8].

Substantiation of the need for the regulatory role of the state in the formation of entrepreneurial networks involves the study of possible risks that may reduce the effectiveness of such regulation. Among the basic reasons for reducing the effectiveness of the state network policy are the following:

- the need to balance the conflicting interests of the network structure participants;
- the asymmetry of information between the authorities responsible for the implementation of the relevant policy and the groups of economic entities seeking support;
- the lack of sufficient level of economic trust between partners, which causes non-transparency of actions and incompleteness of information;
- the difficulty in evaluating synergistic effects and related difficulties in the identification of spheres with priority support;
- the situational nature of obtaining effective results from the development of the network structure, their dependence on the level and quality of organizational and managerial development of participants;
- the high dependence of the efficiency of functioning of the network structure on the quality of institutional environment: legal foundations of ensuring compliance with business agreements, the level of entrepreneurial culture, the quality of social capital;
- the rent-oriented behavior of government officials regarding the distribution of state support.

These problems give rise to a set of risks, which are the most common in the European and world economic practice of regulation of network relations (Fig. 1).

The risk of inadequacy of the measures of state regulation to the nature and needs of the development of network relations is most often associated with the attempt of the state to replace with its participation the natural way of formation of economic relations. Meanwhile, the task of the state is only mediation in simplifying the establishment of inter-company and inter-sectoral communications. The main danger is the possibility of companies losing the ability to compete due to the creation of "excessively favorable" conditions, which are conditioned by the provision of tax benefits, the use of increased tariffs for foreign competitors, guaranteed public procurement, the status of a natural monopoly. Such approaches, in case of their ill-considered application, bear the risks of reducing innovation activity in the long term. Excessive paternalism can cause companies to lose interest in searching for options for cooperation in the open market.

In addition, the risk of reducing the effectiveness of the state policy is predetermined by the need to apply an adequate set of tools and approach in each specific situation. This, to some extent, reduces the possibility of using previous experience of regulation that has been developed in other industries or regions.

With the involvement of public authorities in activities to support the development of network structures, there is always a risk of shifting the emphasis to the solution of narrowly sectoral or locally territorial problems. In addition, this trend can be amplified due to the lobbying their own interests by highly specialized groups. Therefore, there is a possibility that not the most promising market entities will be able to receive state support.

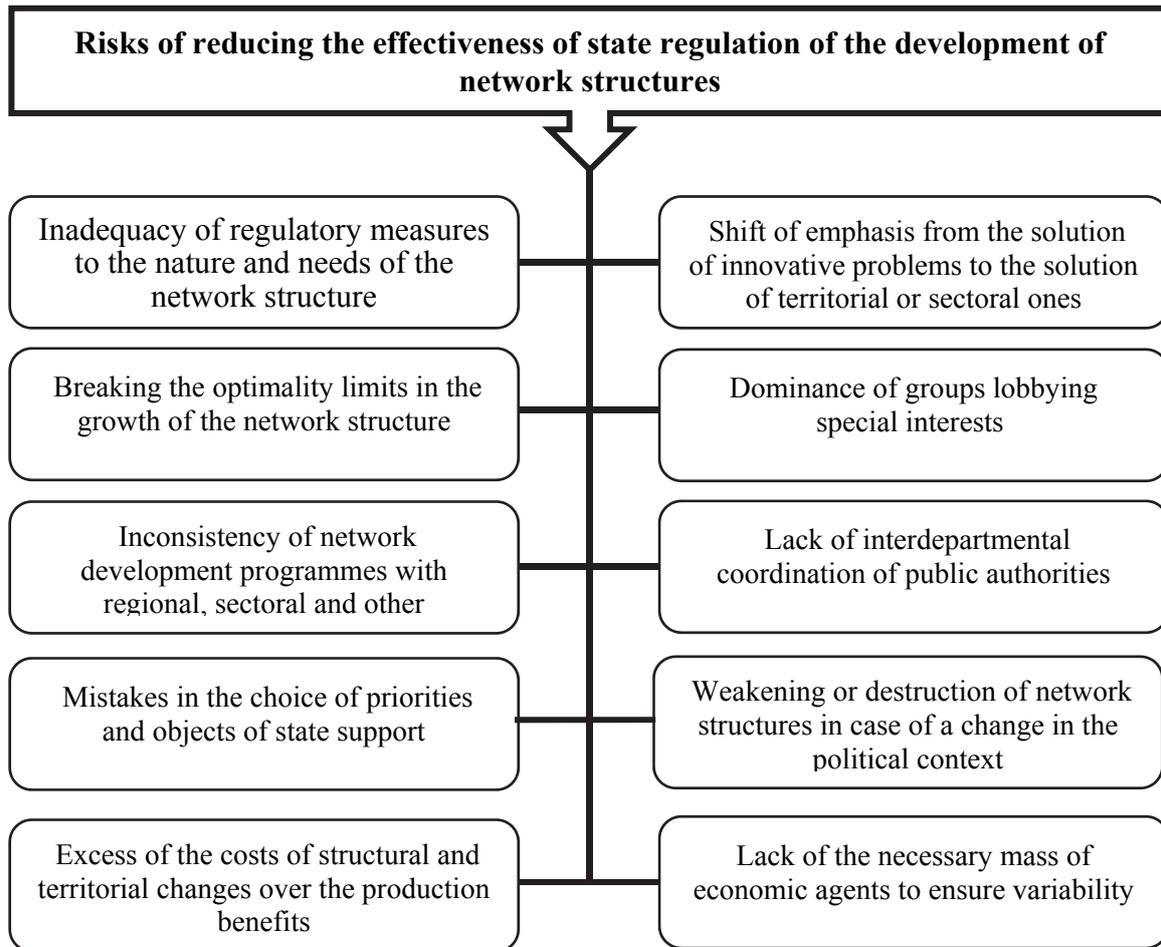


Figure 1. The set of risks of reducing the effectiveness of state regulation of the development of network structures

Source: [276]

Network synergistic effects are extremely difficult to identify and calculate, so there is a risk that the costs of ensuring that they are obtained may significantly exceed the final benefits. In addition, there is a risk of expanding the network beyond the optimal size, as a result of the intention to increase the possibilities of variability in the choice of partners through the increase in the number and diversity of network actors. Such a policy can lead to the increase in costs, for example, due to higher prices for remuneration of labor, rental property, lower prices for final products, etc. Exceeding the optimal size of the network can have the opposite effect – the loss of competitive advantages of its participants.

Quite relevant is the risk of choosing the wrong priorities and objects of support. Often based on past achievements, company executives, usually of traditional industries of economy, are trying to get state support for unpromising and decaying companies and industrial sectors. State support for such networks only draws resources off the

development of truly innovative companies and preserves the inefficient structure of industry.

There is also the risk of a misguided choice for state support of an entrepreneurial network that does not have a sufficient innovation and market potential for development. Such risks can be avoided by developing and using methodological approaches to the identification of network structures that are able to assess prospective and available opportunities for the development of a particular network formation.

It is worth noting the existence of the risk of choosing the priority and the object of state support under the influence of "fashion" trends without taking into account the specific territorial or sectoral conditions for its development. For example, networks in the fields of biotechnology, nanotechnology, information and communication technologies are extremely popular in many countries. Practice shows that sometimes the risk lies in

an attempt to cover an overly wide range of areas, resulting in a dispersion of financial and organizational resources.

The organizers of the entrepreneurial network always try to attract as many participants as possible to the cooperative interaction, which provides an opportunity, firstly, to increase the probability of finding the most optimal partner for cooperation by each entity, secondly, creates conditions for deepening the specialization of each participant and, as a result, increasing the efficiency of the entire network structure. However, as practice shows, excessive specialization can create certain traps, especially for the territories covered by regional networks. In situations of economic downturns or changes in technological trends, a slowdown in some parts of the network can lead to a chain reaction of spreading problems across the whole industry or region. Economic downturns in regions, the economy of which is covered by a dense net of networks, tend to be more prolonged and devastating in terms of economic and social consequences. That is why in developing programs for the development of entrepreneurial networks, in particular clusters, it is always advisable to foresee opportunities for the development of additional or alternative kinds of activities in the regions.

One of the conceptual principles of the formation of entrepreneurial networks is the preservation of competitive relations between

its participants. However, in practice, the coordination of market behavior often begins with price regulation agreements, the exchange of preferential terms between the participants, which actually leads to the conclusion of agreements, similar to cartel ones. Thus, there is a risk of local monopolization of markets, which in general can have a destructive impact on macroeconomic indicators. In order to avoid such a situation, it is necessary to intensify control over the economic activities of economic entities in the networks by the state anti-monopoly authorities and to adopt some amendments to the legislative norms that would regulate acceptable models of economic behavior.

The political risks that can negatively affect the effectiveness of state regulation of network structures include changes in the economic policy that cause the weakening of popularity of the idea of developing entrepreneurial networks, as well as changes in the territorial boundaries of the state that lead to the breakup of already formed network relations between companies. The study showed that the above-mentioned risks of the state economic policy in providing support for the development of entrepreneurial networks can also be ordered by stages of the network formation, which allows better understanding of the order of their occurrence and taking measures to neutralize them (Fig. 2).

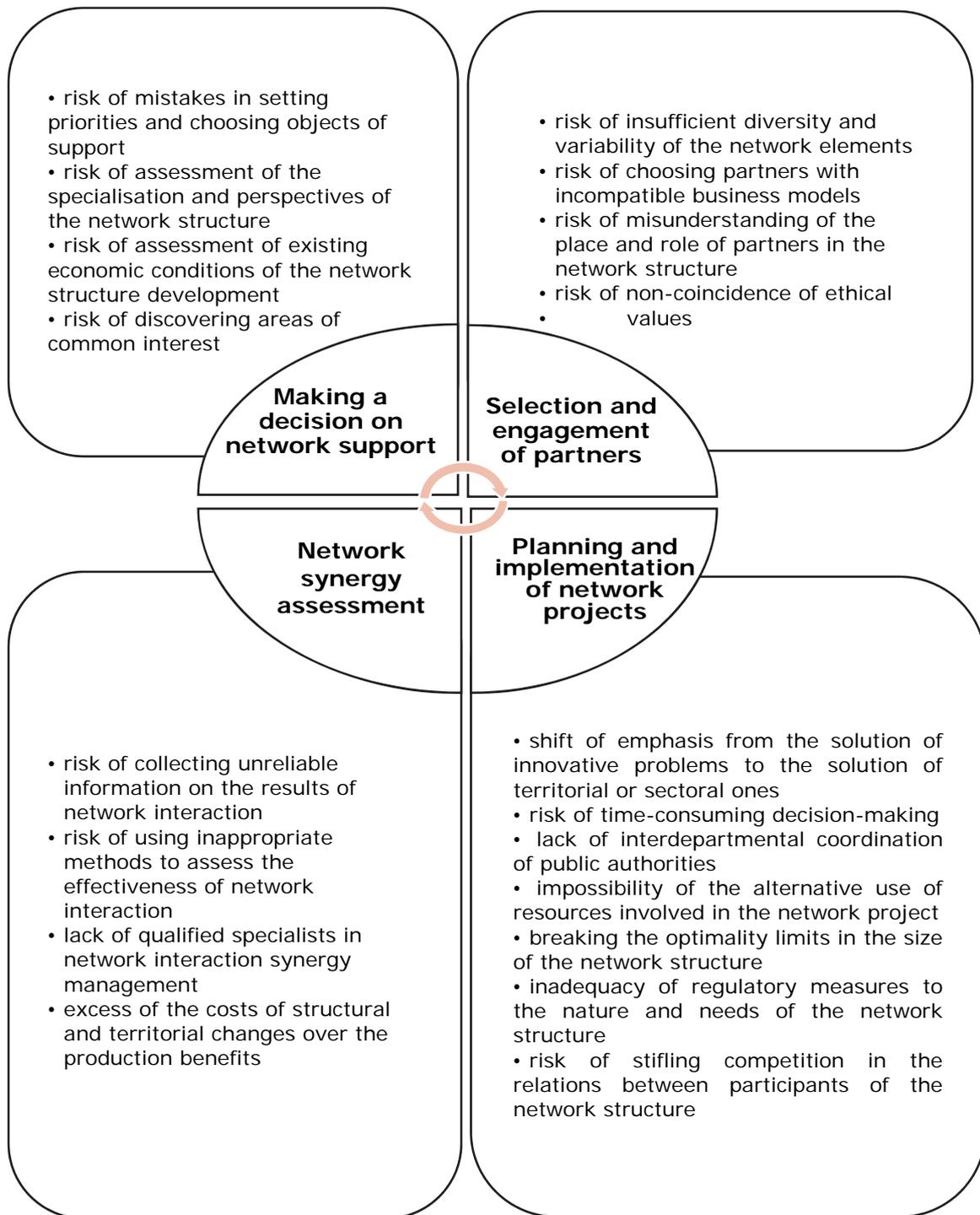


Figure 2. The distribution of risks of reducing the effectiveness of the state policy, depending on the main stages of the network structure formation.

Source: [232]

As mentioned above, network policy is situational by nature, which determines the application of specific mechanisms and tools, depending on a combination of certain factors. We consider it expedient to take into account the situational combination of three key criteria in the development of the relevant state policy:

1) the number of potential participants; 2) the innovative activity of potential participants; 3) the level of development of cooperative relationships between potential participants. The combination of these three criteria that characterize the state of development of the entrepreneurial network allows obtaining four situations fundamental for the state regulation (Fig. 3).

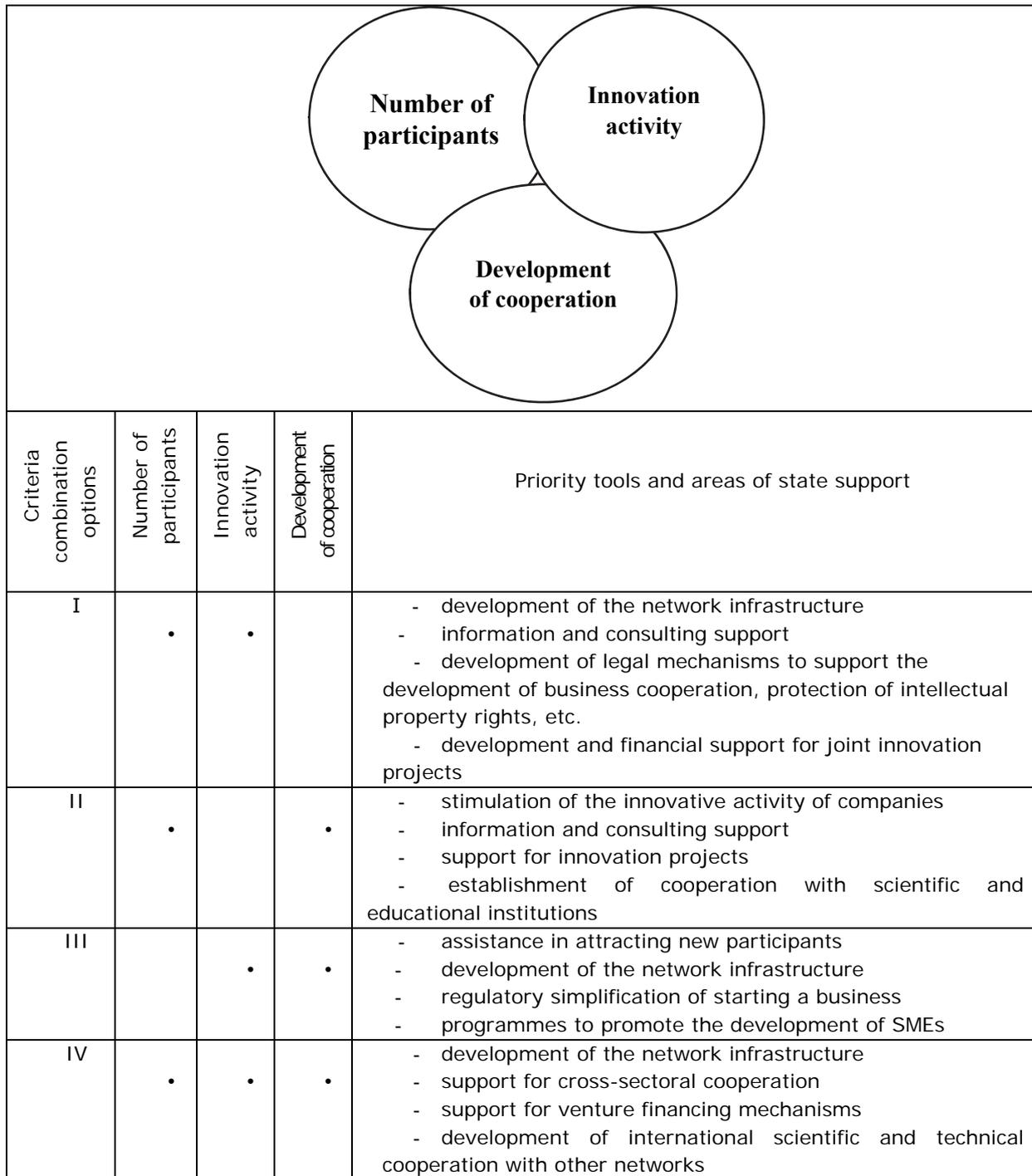


Figure 3. The options for a combination of criteria to select tools and areas of state support for entrepreneurial networks.

It is important to note that state support measures can only be applied if at least two criteria are present and combined. If the analysis of the sectoral or regional situation revealed the presence of only one criterion, it should be noted that there are no conditions for the development of the entrepreneurial network. The priority of state support should be given, first of all, to the networks with innovative potential. The identification and combination of the above-mentioned criteria

gives grounds to classify the conditions for the development of this type of network relations.

The combination of two or more criteria allows identifying four possible situations.

*The first situation* is characterized by the presence of a significant number of innovation-active companies that do not have close cooperative relationships with each other. Such conditions for the network formation, as a rule, arise in a situation of rapid growth of the number of companies in a

new promising market, where intermediary organizations for the establishment of cooperative relations are still rather poorly developed. Sometimes this situation may occur in the regions and industries, formed as a result of direct foreign investment and where cooperation with a foreign parent company replaces cooperation with horizontal and vertical partners, which determines the inexpediency of its organization.

*The second situation* is characterized by the presence of a significant number of economic entities that closely cooperate with each other. This situation, as a rule, is typical of traditional branches of industrial production. Companies in such industries occupy certain market segments, producing a fairly wide range of products, but do not have high rates of innovation activity [10].

*The third situation* is characterized by the presence of a small number of innovation-active companies that have well-established

cooperative relationships with each other. As a rule, such situations are typical for the periods of emergence and formation of network structures, when a small number of small and medium-sized innovative companies cooperate with each other to obtain some additional synergy from the interaction. In practice, this situation is most often in the sectors of providing services, where the organization of production on a large scale is impractical.

*The fourth situation* is the most optimal combination of criteria and shows the existence of a sufficiently high innovative and network potential in the network structure, for which the state support is planned. Such situations are favorable for the support of innovation networks, which can be formed on the basis of three types of companies: large high-tech companies, sets of companies of small and medium-sized innovative business, leading research and technology centers.

### Conclusions and recommendations for further research

The choice of state policy tools should be differentiated depending on the combination of criteria that characterize the potential of the network structure. The most typical tools that can be used are shown in Figure 3. In general, the policy of supporting network structures implies keeping a balance between state and market regulatory mechanisms. At the same time, the network policy should be considered as a component of the innovation and structural policy of the state. The use of network tools without their coordination with financial, tax, regulatory and even legal tools will not be able to provide successful results. A sound state policy should be based on the principle of identification of characteristics specific to each network structure that cannot be resolved autonomously by participants and require joint efforts. Violation of this principle may cause a decrease in the effectiveness of the state policy of support for the development of entrepreneurial networks, as a form of activation of innovative processes in the economy.

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**BREXIT: CAUSES AND CONSEQUENCES****Zhanna Semchuk**

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**JEL Classification: F02**

**Abstract.** The article deals with the problem of the UK's exit from the European Union and analyzes the causes of brexit. The article describes the main characteristics of brexite for the UK. The main advantages and disadvantages of UK exit from the European Union are analyzed. It also shows the implications of brexit for the United Kingdom itself and for the European Union. The analysis of the influence of brexit on the countries of the world, including the impact on the future membership of Ukraine in the EU.

**Keywords:** *Brexit, European Union, Ukraine, European integration, referendum, causes, consequences.*

**Introduction**

Strengthening the position of euroskeptics takes place during the premiership of D. Cameron who, in order to win votes and to prevent a split inside conservatives in January 2013, promised that in the event of a conservative victory in the parliamentary elections of 2015, the new government will negotiate with the European Union on more favorable conditions for the continuation of the British membership in the EU, and then will hold a referendum on UK membership in the EU. At the same time, D. Cameron left a field for maneuver by giving the government's position on membership as a result of negotiations with the EU leadership. It should be noted that the time for London's pressure on the EU leadership was chosen extremely well: the struggle to preserve Greece's

membership in the European Union was to encourage the EU leadership as well as the governments of the leading member states to make concessions to London.

On May 28, 2015, the new government of D. Cameron introduced to the House of Commons a question regarding the holding of a referendum by the end of 2017 on further membership in the European Union. On November 10, the same year, D. Cameron informed the President of the European Council, D. Tusk, of Britain's demands for reform in the Union. The specified requirements can be divided into four blocks [3]:

- Integration and sovereignty: London demanded from Brussels that the main goal of integration - the creation of an "ever closer union" - did not extend to the UK, which allowed the latter not to participate in further political integration. In addition, the British government has demanded the creation of a so-called "red card" system, which would allow national parliaments to cancel or veto the Brussels directives;
- Competitiveness: London demanded expansion of the scope of the common market and the restriction of "Brussels bureaucracy";
- social assistance: the Cameron government has demanded the introduction of a "emergency braking" mechanism that would allow Britain, as well as any other EU country to restrict access to social benefits of migrants from other Union countries, if it is substantiated that the social system of the state concerned is excessive load;
- relations between the euro area and the rest of the EU: London, which kept its own currency, demanded, first, the veto power of the monetary decisions made in the euro area, and secondly, guarantees that measures to establish a financial union would not be third countries that are not part of the euro, thirdly, guarantees that London will not be obliged to provide emergency financial assistance to the countries of the euro area. In fact, Britain wanted to introduce the principle of multicountry of the EU. If Brussels were to accept this, it would mean recognizing that it is impossible to bring all EU member states into the euro area. UK [5].

It should be noted that if in Brussels and the capitals of the leading member states

these demands were perceived as inappropriate and the referendum was a threat, then Cameron's party members were upset by the fact that the stated demands for EU reform were not radical enough. The position of most EU member states was expressed by German Chancellor A. Merkel, who believed that all the countries of the Union are seeking to maintain UK membership, but not everyone is ready to accept its terms. Since all other Member States were aware that it was unlikely that such preferences received by London would have been achieved, no one in the EU resisted the conclusion of an agreement between Britain and the EU.

After several months of negotiations, the Government of Cameron succeeded in concluding an agreement with the European Union on the special status of Great Britain on 19 February 2016.

On June 23, 2016, a referendum took place in the UK, which was of great historical significance for the country. The British, by voting, decided whether it would make sense for the UK to remain a member of the European Union, or it would be more appropriate to leave it.

The agreement included three blocks [1]:

- UK introduces restrictions on access to the social security system for migrant workers from the EU. For four years from the date of arrival, new migrants will not receive any social assistance. This means that labor migrants need to have their own savings, as well as secure an employer's guarantee of employment for a term of at least four years;
- The British financial system has gained independence from the European Central Bank, but London has not received the right to veto monetary decisions of the euro area;
- Britain has the right not to participate in the processes of European integration, if this is contrary to the interests of Britain [8].

Thus, the British government has achieved what the supporters of Britain's exit from the EU have been struggling with. The agreement, which was unanimously endorsed by the European Council, was supposed to come into effect only on condition that the United

Kingdom will remain in the European Union on the basis of the referendum.

The result of the referendum was that 51.9% of Britons (17.41 million people) voted to leave the United Kingdom with the EU, while 48.1% (16.14 million people) supported European integration [7]. The country will be able to exit from the EU only in a few years, but the process of divorce between the UK and the European Union has already begun: British Prime Minister Teresa May officially informed Brussels about this and sent a letter there.

Great Britain has been doing this for a long time. In 2013, David Cameron, who headed the post of prime minister in front of his party counterpart from the Conservative Party, Teresa May, the current prime minister of the country, assured the British that such a referendum would be held if his party won the election.

It was simply not possible to hold a nationwide referendum, as the conservatives also won a part of the party that was skeptical about Europe and the ultra-right. The United Kingdom's Independence Party exercised political pressure on David Cameron [2].

But this was not the only reason for voting: almost the entire British population was dissatisfied with the direction of the European Union policy, according to which it had been moving since 1973. Great Britain has always tried to intervene in the first instance of the European Community, and then of the European Union itself. She was cautious about her membership in the European Union, remaining almost aloof. For example, the fact that the United Kingdom never entered the Schengen area and introduced the currency of the European Union in the country quite convincingly confirms this [4].

Great Britain often complained about the decisions that were adopted by the European Union, which it itself did not want to discuss because of its inattention.

Britons consider migration to be the most important reason for the termination of membership in the European Union. They are outraged by the uncontrolled "open door" system that prevails in the European Union and believes that this could lead to a massive influx of migrants from the EU (especially from the recently acceded countries - Poland, Romania, Slovakia). This issue is one of the most important for the British population, as more than 2 million migrants are currently

living in Britain. Many young people, even from countries such as Portugal, Spain, Italy, move to Britain to find work and a better life because of certain economic difficulties that have gone through Europe [7].

Another reason for leaving the EU is financial. According to some calculations, the EU "costs" 430 pounds a year to British households. Eurosceptics believe that this money can be spent more for the benefit of its own state, that is to research and inventions in the fields of science and technology. But, on the other hand, the EU is paying attention to the fact that these households cover their losses, gaining up to 3,000 pounds of benefits from membership in the European Union.

And another important reason was standardization. The British do not like the fact that the EU sets standards and standards for sizes, forms of things, and more. EU lawyers are convinced that the availability of one European standard is much more convenient and advantageous than the twenty-eight national standard. In turn, opponents of EU membership believe that the country must have national control of everything, especially on security, employment and health.

It is believed that Britain's exit with the EU can create a "domino effect". That is, other EU member states will want to leave. That will weaken the EU position and strengthen Russia's position in the geopolitical arena. This should be expected from countries such as Denmark, Austria, the Netherlands or even Poland and the Czech Republic, because the heads of these states are often seriously criticizing the EU policy [9].

It is important to note that the UK's exit from the European Union is not a matter of days, not even one year. The European Union has its own well-established system of ties that will be severely disrupted. Take the example of the question of money: the EU forms its budget for 7 years ahead and determines which country and how much to get and how much to give. It is impossible to break down the work of this mechanism so quickly.

Also, the EU is pursuing a common policy with other countries in various areas of vital activity of the population. For example, consider the agrarian sector. Farmers in Britain use agricultural subsidies from the EU. The size and procedure for the grant of grants is calculated for several years in advance. To

stop this all will not come out in a few months, it takes years. The same applies to salaries and pensions.

Also, the parliament will have to accept at least 7 laws relating to the independent life of the United Kingdom about trade, finance, border and customs issues [6].

Another important consequence is the issue of trade. The European Union and the United States have no free trade zone, but talks have already begun. It is clear that after the release of Britain, it is necessary to negotiate with the USA independently, but it alone has a much less influence. At the same time, thanks to decades of integration with the EU, Britain will have nothing to do with targeting the European market. Probably not such consequences were expected by fans of brexit.

It is obvious that brexit will be a shock to the European Union and the West as a whole, the consequences of which are extremely difficult to predict: if one of the experts believes that it will be the beginning of the end of the EU, the latter will see it as an important step towards unification of Europe, because in order to preserve unity, Europe is compelled will be consolidated. So, it's obvious that Britain's withdrawal from the EU will have both obvious consequences and those that are hard to predict today.

Under conditions where the opposition will deepen political integration in London, while the elites in Brussels and the national capitals will be scared by the prospect of a collapse of the EU, Europeans can give Berlin a complete map of blanche for quick and decisive integration reforms aimed at making a European Unity is so deep and fundamental that nobody even has the idea of leaving the Union. Under these conditions, Berlin will be able to slow down the implementation of the steps Britain has hampered,

namely:

- registration of a pan-European migration policy;
- creation of a single EU army;
- Strengthening the integration of the budgets of the EU member states.

It should also be noted that without the participation of London, the EU position in international negotiations will be more consolidated and unique, which will allow the EU over time to reconsider many of the previous agreements, based on the "special

position" of Great Britain, making them much more beneficial for continental Europeans.

It is also clear that the UK's withdrawal from the EU and the further consolidation of other members of the Union are likely to result in the cessation of the recruitment of new, poor members, which could be a bad news for Ukraine. Before united Europe will inevitably raise the question of how to prevent the withdrawal from the Union of other states? In this regard, it is likely that the Union will take measures to punish Britain in order to show the other countries that are waiting for them to exit. The exit from the EU makes sense if guaranteed a more prosperous life. However, if the British example demonstrates the opposite, then those who want to stand apart will greatly diminish. As for Ukraine, the success of brexit will create serious problems for it in the medium term. First of all, Ukraine will lose a strong ally with a tight anti-Russian position within the EU. Strengthening internal contradictions within the EU will distract Europeans from Ukrainian problems. Finally, the EU is likely to close the extension issue indefinitely [10].

Brexit will have significant consequences not only for the UK and the EU but for other key players in the international arena, including the United States and Russia. The influence of the results of the British referendum will also be felt by Ukraine, which, in the context of the hybrid war with the Russian Federation, has been pursuing a consistent European integration policy for the last few years. Below, based on the opinions of recognized international experts, we will try to find out the possible external and internal political and economic implications of Brexit for Ukraine.

In general, after the UK's exit, risks to remain indefinitely beyond the attention of the European Union and of Britain themselves increased. Andreas Umland, a political scientist and expert in Eastern Europe, said that "European politicians, diplomats, journalists and experts will be even more distracted by what is happening in Ukraine and the Russian-Ukrainian conflict" as a result of the Brexit referendum. "A significant part of future attention, including EU forces and resources, will be absorbed by building new relations between Britain and the EU," Umland said [11]. Undoubtedly, Brexit will form many internal problems for the European Union, which will mean that Ukraine may for some

time disappear from the spotlight of its partners in the EU.

There is no doubt that, with the release of the United Kingdom, Kyiv will lose some of the strong support for its European aspirations within the EU. Britain, as we know, was against the deepening of integration within the European Union, but supported its expansion at the expense of new members. The United Kingdom has long been one of the key players supporting the European aspirations of our state. In addition, Britain is one of the main forces in the European Union, which advocates the preservation of sanctions against Russia. The United Kingdom plays the role of a nucleus in the camp of European countries (Poland, the Baltic States, Romania, Bulgaria, Sweden), which are cautious about Russia after its aggression in Ukraine and are not going to make concessions about sanctions.

According to G.Kukhaleishvili, Britain is the only European country that, in its authority and economic influence, can equitably enter into a debate with the Franco-German tandem, as well as with certain political circles of member states that question the expediency of continuing anti-Russian sanctions (Italy, Greece, Slovakia). As a result, according to O.Riabchina, we will lose one of the strongest friends of Ukraine in the European Union, whose rigid position in counteracting Russian aggression often balances the moderate Franco-German position [1].

As the diplomat, Maidan of Foreign Affairs expert O. Hara, Britain, as a strategic ally of the United States, played an important role in shaping the united position of Washington and Brussels on Russia's containment. Brexit, meanwhile, entrusts the fate of European sanctions to the Franco-German tandem, which reinforces the position of supporters of the "carrot policy". The French Senate, for example, recently spoke in favor of the phasing out of sanctions. And the Social Democratic Party of Germany has always been critical of the latter. So without scrupulous British intervention, the analyst concludes, Russia can quite possibly achieve, if not abolition, the weakening of sanctions.

There are opposing views on this. So, according to expert internationalist A. Shelest, Brexit will not change the European Union's position on Russian aggression, and, moreover, will not affect the position of the UK, which was one of the strongest in the EU in supporting Ukraine. Even Russian experts are convinced that it is not worthwhile to overestimate Brexit's influence on changing the EU's attitude towards Russia. In particular, the latter may prove to be the only "threat" that will be able to rally countries within the European Union and become a kind of "anchor" for "pan-European identity". Therefore, the development of policy in this direction can be more likely to unite than to disassociate players in the European arena.

## Conclusions

After analyzing the above facts, we can conclude that the process of UK withdrawal from the European Union will be delayed for a long time and will have rather negative than positive effects for both parties. It should also be noted that without the participation of London, the EU position in international negotiations will be more consolidated and unique, which will allow the EU over time to reconsider many of the previous agreements, based on the "special position" of Great Britain, making them much more beneficial for continental Europeans. It is also clear that the UK's withdrawal from the EU and the further consolidation of other members of the Union are likely to result in the cessation of the recruitment of new, poor members, which could be a bad news for Ukraine.

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## THEORETICAL BASES OF MANAGEMENT OF ENTERPRISES OF LVIV REGION OF UKRAINE IN CRISIS CONDITIONS



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**JEL Classification: Q12**

**Abstract.** The article presents the results of the analysis of the features of management of enterprises of the Lviv region of Ukraine in crisis conditions. The trends of unsatisfactory business climate, narrowing of internal sources for investments and opportunities of attraction of international financial resources are characterized. The SWOT analysis of the level of investment attractiveness of the Lviv region has been carried out, goals have been formed, which can be implemented as a result of the economic and investment development of the region. Characterized by competitive advantages and the basis for raising the level of investment attractiveness of enterprises. The variants of development of the Lviv region are offered on the basis of improvement of investment attractiveness.

**Keywords:** *crisis management, investments, enterprise development, economic and investment development, Lviv region.*

### Introduction

The potential of entrepreneurship can not be fully realized in Ukraine due to the unsatisfactory business climate. An unfavorable business climate is a major constraint on investment. In addition, the crisis significantly narrowed domestic sources of investment, and international financial resources became practically inaccessible. Many international investors are forced to take more cautious attitude to the country's risks. In particular, the low investment image of Ukraine will make the country less attractive to international capital in the post-crisis period.

The uneasy conditions in which today's Lviv commodity producers work are causing the necessity of additional efforts by local authorities to preserve and develop entrepreneurship in the production sector.

The research of the management of enterprises in crisis conditions was researched by L. Zhilinska, A. Zagorodnyy, G. Voznyu, Yu. Zaichenko, K. Ivanchuk, O. Ignatov, T. Starodubtseva, M. Tarasenko, G. Kindstracka and others. At the same time, further research is required on the ways of developing bases of management of enterprises of Lviv region of Ukraine in crisis conditions.

The *purpose of the article* is the substantiation of theoretical bases of management of enterprises of Lviv region of Ukraine in crisis conditions.

### Research results

The strengths and weaknesses of the socio-economic environment in the region that have an impact on investment attractiveness have been determined on the basis of the SWOT analysis (Table 1).

Based on the SWOT analysis of the level of investment attractiveness of the Lviv region, it is possible to formulate goals that can be implemented as a result of the economic and investment development of the region:

- raising the living standard of the population;
- improvement of the ecological situation;
- successful functioning of all types of business structures in the territory;
- formation of the center of tourism, leisure and sanatorium resort treatment as a city of Lviv and throughout the region;

- Transformation of the regional center into the center of trade between the east and the west;
- expanding the export of local enterprises.

It should be noted that an important tool for improving the level of investment attractiveness of enterprises in the Lviv region is the formation and implementation of strategic planning processes, which allows for a clear formulation of measures, specific programs that will ensure the economic development of the region.

Table 1

SWOT analysis of investment attractiveness of Lviv region \*

Positive sides	Negative sides
<ol style="list-style-type: none"> <li>1. Favorable geographical environment, which provides attraction of investment funds from abroad.</li> <li>2. Presence of inexhaustible natural resources</li> <li>3. Support of regional authorities in attracting investments</li> <li>4. High scientific potential (large number of educational institutions and scientific institutions).</li> <li>5. Presence of old and construction of new international transport highways.</li> <li>6. The regional center is a historical and architectural complex.</li> <li>7. Highly qualified workforce (location in the region of a large number of enterprises precision engineering and instrumentation).</li> <li>8. Development of traditional folk crafts.</li> <li>9. High entrepreneurial activity of the population.</li> <li>10. The presence of domestic energy resources (oil, gas, coal, Dobrotvir GRES)</li> </ol>	<ol style="list-style-type: none"> <li>1. Insufficiently developed transport infrastructure</li> <li>2. High tax pressure on entrepreneurs</li> <li>3. Insecurity of entrepreneurs in the stability of business conditions.</li> <li>4. Availability of outdated technologies from entrepreneurs.</li> <li>5. High unemployment.</li> <li>6. Conquest of local markets with a high number of imported goods.</li> <li>7. The imperfect system of management of economic processes.</li> </ol>
Opportunity	Threats
<ol style="list-style-type: none"> <li>1. Flexibility in solving financial and property resources.</li> <li>2. Simplification of customs procedures when crossing the border.</li> <li>3. Use of achievements of scientific and technological progress (in technical, economic, organizational, informational spheres).</li> <li>4. Extension of the construction of motorways.</li> <li>5. Improvement of the economic processes management system at the regional level in the course of administrative reform.</li> <li>6. Changing the relationship to the existence of business structures and the real promotion of their development.</li> <li>7. Development of export of local enterprises (sewing, leather, fur, etc.)</li> </ol>	<ol style="list-style-type: none"> <li>1. Instability of incomes of enterprises and persons employed there.</li> <li>2. Low purchasing power of the population</li> <li>3. Reducing tourist flows</li> <li>4. The departure of a large part of the scientific staff abroad.</li> <li>5. Increasing competition from other regions in attracting investment.</li> <li>6. Negative trends in the demographic situation.</li> </ol>

\* Investigated by the author

Most of the actions and measures of strategic development are formulated so that they can be measured quantitatively, which provides the ability to control the implementation of the planned. The formation of the strategic plan is carried out in such a way that it provides the possibility of flexible approaches and prompt response in case of

rejection of the results obtained from the planned interim controls. The availability of a strategic plan is an important prerequisite for attracting foreign investors to the region.

In this way, estimating the level of investment attractiveness of the enterprises of the Lviv region by factors of different influence can be more realistic approach to the problem

of strategic planning and avoid a rather frequent mistake - the desire to plan to do more than possible, based on real circumstances, resources and opportunities.

In general, strategic planning can be considered as an extraordinary means of mobilizing local resources and opportunities to improve the level of investment attractiveness of Lviv Oblast enterprises.

The basis of the economic forecast for the Lviv region is the calculation of experts, as well as the work of the World Economic Forum on the scenarios of Ukraine's development [1], which are applied for long-term forecasting of the Lviv region. However, the dramatic changes in the socio-economic development of Ukraine in 2014 and the transformation of foreign markets required a significant correction of these results. In particular, the loss of a significant part of the sales markets was taken into account, which was reflected more in certain sectors of the industry.

The SWOT matrix allows us to identify the interconnections between "internal" (strengths and weaknesses) and "external" (opportunities and threats) factors that are of strategic importance for the Lviv region. It is these interrelations that allow us to formulate comparative strengths and identify the perspective directions that are the basis for a strategic choice - formulation of strategic and operational goals of the region's development in the long run [2].

Thus, the Lviv region has great opportunities for improving investment attractiveness. However, the result of their practical improvement will be seen in the future.

The biggest problems that led to the deterioration of investment attractiveness are the decrease in sales volumes compared to the crisis period; reduced the level of profitability, deteriorated the economic and political situation in the country. Improved investment attractiveness is ensured by favorable economic and geographical location, the availability of sports infrastructure objects, and a developed transport and logistics system. It is advisable to pay attention to the rather low score of the score such as the level of diversification of the region's economy [3].

In the modern conditions, the competitive advantages of the Lviv region are considered to be the highest potential of recreational resources in Ukraine, in particular, resorts,

rural green tourism; developed level of international scientific cooperation; high level of public awareness; a considerable amount of historical and cultural monuments; developed sector of diversified service sector; active use of applied research and innovative technologies in various sectors of the economy; the lower average in Ukraine the degree of anthropogenic pressure on the environment.

Competitive advantages based on forecast estimates and on the forecast of the ratio of income to the risks of the enterprise are the basis for raising the level of investment attractiveness of the enterprise. This is due to the fact that they really help to weaken or eliminate existing problems in its financial activities. In addition, it will ensure long-term economic growth and development of the enterprise, the main positive factor of which is the stimulation to increase its volumes of production and sales [4].

As a result of the conducted research, we offer several variants of development of the Lviv region on the basis of improvement of investment attractiveness [5].

Inertial scenario of the region is based on complex assumptions and balance of internal and external factors impact on the region as a socio-economic system of the planned time sequence of states of the system varies by inertia. In practice, such a scenario is called business as usual ("things are going as usual"). Under these conditions we obtain the following results:

- legal framework of the state regulating its economic base, that is, legislation on public finance, taxation, economic and industrial policy, etc., remain unchanged or change slowly, "overtaking" social needs;
- The Constitution, which defines the territorial-administrative structure of the country and the system of managing regional development, which remain unchanged, remains the basis of the legal regulation;
- the level of resource provision in the Lviv region remains at the same level. At the same time, the level of subsidization of the budget will grow at a rather slow pace;
- the level of trust in state institutions of entrepreneurs and citizens remains unaltered;
- a sufficiently high level will remain in the state structural bodies of all levels;

- the level of attraction of investment resources to the Lviv region remains at the same level;
- the economic activity of small and medium-sized enterprises will continue to dominate in trade and services;

The optimistic scenario of Lviv Oblast development based on the use of innovation and investment resources is characterized by the following variants of the region's development:

- expansion of the number of new customs transits will take place;
- the volume (quantitative and economic) of cross-border commodity exchange is growing;
- cooperation between enterprises, citizens and representatives of local authorities is getting better;
- the level of capital investments in the real sector of the economy increases;
- the possibility of technological modernization of industrial enterprises will increase;
- increase the investment attractiveness of the region and, accordingly, interest from international investors;
- there is a gradual exit of the economy from the "shadow", in particular in small and medium business;
- the reorientation of the participants of the border shuttle trade to workplaces in

technologically modernized and new industries begins;

- material and financial provision of the basic ATOs - communities and their opportunities in local economic development is growing;
- wages will increase.

The innovation and investment scenario of Lviv Oblast development is most promising and is related to the comprehensive modernization, structural transformation of all major sectors of the economy - agriculture, transport, communications, etc., and their integration with the innovation and research and educational complex of the region [6].

The formation of the Lviv region as a significant highly industrialized region of interregional significance, specializing in medium and high-tech industries, for the period up to 2025, implies an increase in industrial output of at least 3 - 3.5 times. The introduction of high-tech technologies in all industries will contribute not only to reducing the energy and material resources of production, but also to increase labor productivity in industry. At the same time, the number of employees in the industry will increase significantly. Considerable improvement will be observed in the ecological situation in the region. The nature of the territorial proportions and the location of major industrial centers in the future will not undergo significant changes [7].

## Conclusions

On the basis of the analysis of the level of investment attractiveness of the Lviv region, it is possible to formulate goals that can be achieved as a result of active and collaborative work of entrepreneurs, authorities and society: increasing the living standard of the population and the ecological situation in the region; successful functioning of all types of business structures on the territory; formation of the regional center as a city with a developed network of educational and scientific institutions; the regional center's expansion into the center of trade between east and west; expansion of the activity of small enterprises of the hotel-tourist sphere.

*A promising direction for further research* is the search for new approaches for the development of anticrisis systems of enterprises management.

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## CRIMINOLOGICAL MODEL OF A PERSONALITY FORMING OF A HIGHER EDUCATION STUDENT THAT COMMITTED A SELF-SERVING CRIME AGAINST PROPERTY



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**Abstract.** *The article proposes a criminological model of the formation of a university student's personality that committed a mercenary-violent crime against property. This type of criminological model is presented as a way of interaction of a student's personality with the external environment, which leads to the formation of his anti-social mercenary-violent orientation. It is substantiated that this is a dynamic model of a student interaction with an environment of direct action (a training team, informal youth groups, a family etc.), resulting in negative changes in his personality that motivate committing a mercenary-violent crime against property.*

**Keywords:** *university student's, mercenary-violent crime against property, criminological model, external environment, interaction.*

### Introduction

**Objectives.** The personality of the offender, including a university student, who commits a mercenary-violent crime against property, is at the center of attention to criminological issues. In modern criminological theory, the very personality, in the complex of its characteristic features, is considered a source, a subjective cause of criminal behavior and, in particular, selfishly violent against property. In the personality of the offender, as noted by E.V. Kim, antisocial orientation manifests itself, which reflects the set of negative socially important properties of the human psyche, which developed in the process of various systematic connections and interaction with other people [7, p . 403]. At the same time, the identity of the offender is the dynamic state of the person who committed the crime, which is determined by the influence of numerous negative factors (external and internal, biological, social, psychological, etc.).

Consequently, criminological investigation of the offender's personality should be carried out within the framework of crime determination, when the disclosure of the causes of the commission of crimes and their types is determined by the personal characteristics of a person. The personality of a university student who engages in mercenary crimes against property, as a model of criminological analysis, accumulates certain negative social impacts that a young person experiences in the process of socialization.

Thus, the elucidation of the process of forming the criminogenic inclinations and the properties of a student's personality is an important stage in criminological knowledge and an essential condition for the effective prevention of the commission of selfish-violent crimes by this category of youth.

**Analysis of recent research and publications.** The study of the theoretical aspects of the personality of the offender is devoted to the scientific works of such leading scientists as Y.M. Antonian, K.E. Igoshev, A.I. Dolgova, V.N. Kudryavtsev, A. B. Sakharov,

N. A. Struchkov, V. D. Filimonov, A.F. Zelinsky, V.N. Burlakov, N.F. Kuznetsova, G.A. Avanesov, A.S. Tararukhin, A.P. Zakalyuk, I.S. Noah, I.I. Karpets, V.N. Kudryavtsev and others.

Criminological analysis of the personality of the offender of the youth age, including the selfish-violent type, is searched by B.G. Ananiev, M.M. Babayev, R. Baron, B.S. Volkov, S.F. Denisov, N.S. Efimova, T.S. Zhukov, K.E. Igoshev, N. Kerr, A.G. Kovalev, V.N. Kolyutskaya, M.M. Kochenov, E.S. Kuzmin, I.Y. Kulagina, M.A. Lebedev, A.V. Litvinova, N. Miller, M.G. Mienenok, O.N. Molchanova, B.D. Parigin, N.A. Polyanin, A.R. Ratinov, N. I. Spadaryk, Y.D. Blovestein, V.P. Kudryavtseva, N.V. Yannickaya etc.

However, the personality of a university student, who committed a mercenary-violent crime against property, remained outside the scope of criminological analysis. Separate scientific results are not properly consolidated, which does not provide an effective connection of criminological theory with legal practice.

**Goal.** The aim of the paper is to develop a criminological model for the formation of a personality of a university student who committed a mercenary-violent crime against property, as well as providing general recommendations on the possibility of its practical use.

In the process of personality formation, there is the formation of value orientations, inclinations, dominant motives of behavior, the perception of social norms, roles, etc. The formation of the offender's personality is a process of assimilation and consolidation of anti-social views, ideas, deformations in relation to the surrounding world and self-esteem [9, p. 108].

In the dictionary of criminological terms, the mechanism of forming the personality of the offender is defined as a way of interaction of the properties of the individual and elements of the environment, resulting in negative changes in personality, having criminal law value [6, p. 26]. The process of forming a person is determined by the surrounding reality [1, p. 33]. Consequently, the formation of the individual, including a university student that committed a mercenary-violent crime against property, determined by the social environment [2, p. 33].

The social environment is the objective factor that determines the life guidelines, the content of needs and interests, value orientations, personal orientation, motivation, and the nature of behavior.

The term "social environment" covers the whole range of economic, political, social, spiritual and other factors, as well as social unions that spontaneously or purposefully, directly or indirectly influence the personality of a university student, which further determines the probability of committing it mercenary-violent crime against property. The social environment is characterized by a set of features that are determined by: a) the level and nature of the possibilities of self-actualization and self-realization, as well as the manifestation of individual abilities and creative potential of the individual; b) ensuring the unity and integrity of the constituent elements (social relations, social spheres); c) the coexistence of the development of various elements and spheres of the social environment. Thus, the emergence of complications, obstacles to the realization of opportunities, and, above all, the self-actualization of a university student, as well as the imbalance in the development of social spheres that should adequately ensure the formation of student youth in modern conditions, disharmony, the strengthening of negative phenomena in the immediate social environment of students (drunkenness, aggression, displacement of spiritual needs of material, etc.) - these are the phenomena and processes of the social environment, which at various levels disorganize the formation of a student, and ultimately actualize the probability of committing selfish, violent crime against property.

Social environment is an external system, which is inextricably linked with a student's personality and determines the possibility of committing a mercenary-violent crime against property. The social environment is structured according to the levels. Its component composition depends on the intensity of a student's interaction with those or other objects of social reality.

As the Polish sociologist Jan Sztpeławski rightly points out, "... the notion of a social environment is always inherent in relativity ... the system of objects becomes an environment only in relation to a particular person or group" [1, p. 11]. In addition, the social environment of the offender's personality depends, in particular, on his social role and social position.

For example, external factors influencing the formation of the identity of the offender youth age, is distributed as follows:

- macro-environment, determined by the political, socio-economic and cultural spheres of social life;
- mezzo-environment (sphere of education, family, labor organization and youth leisure);
- micro-environment (family, informal groups of anti-social direction, etc.) [5, p. 103-159].

B. M. Golovin emphasizes that the criminal elements of the social consciousness and psychology of a certain part of the youth, focused on enrichment by force, are formed under the influence of shortcomings and contradictions in the socio-political, socio-economic, socio-cultural, moral-psychological, organizational-managerial, domestic-recreational and sports-recreational spheres of social life. Instead, a complex of microenvironment factors contributes to the motivational development of self-directed personality and willingness to implement violent forms of behavior [4, p. 382-383].

According to research results of A.I. Roshih, it is proved that the formation of the personality of a young offender lies in the disadvantages of family communication, the organization of educational process, improper organization of leisure, deprecating attitude to honest work as a social value, etc. In this case, the chaos, unformed system of personal values; increased emotional dependence on approval from friends, group members; the criticality of judgments and the inability to come up with an analytical approach to assessing one's own actions and deeds of others does not come automatically, but in the event of social conflicts in the family, in an educational group, in the university, among friends, in other situations that are critical for a young person [8, p. 26-30; 3].

In the context of the criminological model of the formation of a personality of a university student who is committing a mercenary violent crime against property, it is proposed to differentiate the "external environment" at the following levels:

- macro-environment is an external environment of mediated action, and its component represented by social institutions, which are important for the self-organization of a student's personality (first of all, political, economic, educational and pedagogical, cultural, family spheres of life);

- micro-environment is an external environment of direct action, the immediate social environment of a person formed from the closest social and living environment of a university student (family, educational team, informal group by place of residence, the nature of leisure activities, etc.).

Thus, the influence of the external social environment on the formation of a student's personality - is not one-sided, because it occurs through the lens of the microenvironment. The immediate social environment (micro-environment) is a connecting link between a person and a society. The micro-environment of the offender can be made up of individuals, numerous spheres of life, various social groups, etc. Among the numerous components of the micro-environment, criminological significance is acquired only by those who influence the formation of the anti-social orientation of a student and determine its readiness to commit a mercenary-violent crime against property.

The direct desocialization influence on the formation of the individual may be manifested in the frank demonstration by the social group of examples of criminal behavior, anti-social value orientation, and in particular, selfish-violent, confidence in the effectiveness of anti-social norms, values, group prescriptions, external behavioral regulators, etc. Indirect desocialization, as a rule, manifests itself in the alienation of individuals from the institutions of socialization, the most necessary at this stage of personality development, as well as in the non-perception of the basic norms and values of the reference group to which the person relates (for example, "student"). In this case, the system of external regulation of such a person should not be assimilated, and does not become a personal inner conviction [3, p. 62].

A specific educational and educational environment is an integral part of a student's social environment, who is committing a mercenary-violent crime against property. His direct influence on a student manifests itself in the plane of the organization of the educational process in university. In this case, it is necessary to distinguish between two types of factors that influence the formation of a students' self-motivation for committing crimes against property, namely:

1 - social (academic group of students, educational process, social environment of a certain region, where university is located, etc.);

2 - material-physical and psychological (material and living conditions of students' life in university, moral and psychological climate in a student's staff, etc.).

The specific "agents of influence" of the educational environment include: teaching collectives; educational and pedagogical process of university; established traditions of university; the social environment of a certain region where the university is located; material and living conditions of students of life sciences; social provision of scientific and pedagogical workers; moral and psychological climate in the academic group of students, etc.

Consequently, the model of the environment of the so-called "direct" and "indirect" action is an integral structural component of the criminological model of the formation of the personality of a university student, who committed a mercenary-violent crime against property. Its content has important cognitive and practical significance, which contributes to the development of integrated approaches to neutralize desocializing effects on the person at the macro and micro levels (immoral family, socially oriented group, etc.). Measures to eliminate criminogenic influences at the level of the microenvironment, which negatively affect the formation of a student's personality, will be substantially strengthened and provided if a proper educational environment is formed. The latter should be perceived by a student as an intermediary, as a desirable communication center, which will fully correspond to the social purpose of a university as the leading institute for the socialization of student youth.

A criminological model for the formation of a personality of a university student, who committed a mercenary-violent crime against property is a complex systemic formation of a dynamic character, reflecting the interconnection of the biosocial model of the "student's personality" and the "external environment" model. Its functional purpose is the diagnostics of the development of a student's personality in the desocializing direction. In this criminological model, attention is focused not on the elemental structure of a student's personality, but on the sources of negative influence on the development of the student's personality, in connection with the acquisition of his aggressive criminal motivation.

As a model of system analysis, a criminological model for the formation of a personality of a university student who committed a mercenary-violent crime against property - reproduces information about the sources of negative influences on a student's personality in the process of his transformation into a new quality - a person with the formed aggressive criminal motivation. Consequently, the model of the personality forming of a university student who committed a mercenary-violent crime - is a dynamic model of interaction between a student and, in particular, an environment of direct action (a training group, informal youth groups, a family, etc.). As a result, negative changes in his personality take place, which motivate to commit a mercenary-violent crime against property. The personality of a university student that committed mercenary-violent crime against property is presented as a special dynamic integrity, opened to interactions with the environment and suitable for reflection and transformation.

## Conclusions

Summing up the statement, it is worth noting that the criminological model of the personality forming of a higher education student, that committed a mercenary-violent crime against property, is of practical importance for the development of more sophisticated, systematic measures to prevent crimes in future. First, these are measures to prevent the desocializing effects of the microenvironment on the formation of a student's personality in order to prevent mercenary-violent crimes. The developed model aims to demonstrate the complexity of the mechanism of communicative interaction of the biosocial system "personality of a university student" with its surrounding environment and, above all, desocializing character, which leads to the development of aggressive and mercenary criminal motivation.

For research purposes, a model for the formation of a personality of a university student who committed a mercenary-violent crime against property can be used for further improving the model of the mechanism of selfish-violent criminal behavior in relation to this category of youth.

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## FACTORS AFFECTING THE EFFECTIVENESS OF COUNTERACTION OF LAW ENFORCEMENT BODIES TO ILLEGAL PRIVATIZATION IN UKRAINE



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**Abstract.** Among the important processes of any state that affect the economy of the country, privatization occupies the main place. Reforming the public sector in Ukraine is an important element in the development of economic potential, but it requires comprehensive professional support of the controlling and law enforcement structures by employees, as they are the guarantor of the rule of law and must ensure investors' confidence (including the United Nations International Monetary Fund) in the reliability of reforms in Ukraine.

Taking into account the fact that the goal of alienation of state property is to increase the socio-economic efficiency of production and raise funds for the restructuring of the economy of Ukraine, this process requires that all participants comply with the legal framework to achieve positive results. This is possible with the effective work of the competent state bodies and institutions that will monitor the strict implementation of the norms of the law and guarantee the prevention of unlawful actions. Countering illegal privatization is a kind of factor that affects the success of the transformation processes of state ownership and serves as a pledge to achieving specific goals in Ukraine.

**Keywords:** *illegal privatization, controlling and law enforcement bodies, harm to the state and society, illegal actions, fight against corruption.*

**Introduction**

**The purpose** of the article is to reveal the negative aspects that hinder privatization and give them a description to ensure localizing negative consequences. The objective of the article is to reflect the need to intensify control and response measures of the competent state bodies in privatization procedures in order to prevent the facts of illegal reforming of state property.

**The presentation of the main material.** It should be noted that, in general, the privatization issues are annually becoming the subject of research by various authorities. In particular, in 2013, the Institute of Sociology of the National Academy of Sciences of Ukraine monitored the attitude of citizens of Ukraine to privatization, as a result of which it was revealed that the attitude to the transfer of small enterprises to private ownership (privatization) was positive (35%), negative (32%), and 32% found it difficult to give a clear answer (at the same time, in the early 1990s 56% of respondents were positive about privatization, and only 13% were against). Thus, the growing negative dynamics of this process was recorded. [1]

As evidenced by data from a study conducted by experts of the Institute of Social and Political Psychology of the National Academy of Pedagogical Sciences of Ukraine in 2015, within the framework of the project "Ukrainian Society: Monitoring Social Changes", the majority of citizens see the effective owner of enterprises in the state. The privatization of large enterprises in 1992 was negative for 31,6% of the respondents. For more than 20 years, the citizens of Ukraine have only become stronger in this opinion: more than half of the respondents (54,4%) have a negative attitude towards the transfer of state objects to private ownership. [2]

A survey of the Ukrainian Center of Economic and Political Studies named after A.Razumkov in 2017 showed that the planned privatization in Ukraine is estimated by citizens as negative (49,9%), indifferent (12%), uncertain (25,7%), positive (12,4%). [3]

In turn, foreign specialists from the public organization «Center for Economic Strategy» and «GfK Ukraine» (part of the international organization «Gesellschaft für Konsumforschung») studied the attitude of Ukrainians towards the privatization of state enterprises. A representative survey in 2017, using telephone interviews and focus groups on the reform in this area, identified some negative aspects. So, 74% of respondents

agree that «under state ownership, enterprises are often stolen, which the private owner will not allow». At the same time, 86% are sure that «corruption in state-owned enterprises can be overcome without privatization, if there is a desire». [4]

Taking into account the above, a sociological study «The Impact of Privatization on State Security» (an expert survey of experts and a survey of citizens) was conducted in 2018 in the Transcarpathian region, which identified promising directions, forms and methods for improving the protection of privatization processes.

**The method of expert** survey obtained data from 82 respondents, in which it was proved that the study was conducted in order to increase the effectiveness of countering the processes of illegal privatization in Ukraine. We believe that, taking into account the growing sharpness and spread of shadow schemes in the privatization sphere, the analysis of the actual state of support of the process of privatization by controlling and law enforcement bodies will increase the effectiveness of counteraction to illegal processes. The purpose of the survey is to determine the effectiveness of law enforcement bodies in counteracting the processes of illegal privatization, to identify the main threats and objectives of unlawful encroachment, as well as to develop recommendations for the prevention and localization of actions aimed at disbalancing the state sector of the economy through the privatization sphere.

Taking into account the results of work in this area, it became clear that during the activity most law enforcement officers did not record unlawful actions connected with the alienation of state property (31,5% - sometimes encountered), and the essence of this process was actually recognized without significant change (74,3% - somewhat changed), which explains their assertions regarding changes in the number of detected cases of illegal privatization (74,3% - on average remained unchanged).

When asked whether the range of subjects of the process of illegal privatization changed in the period from 2015 to 2018, the majority of respondents answered affirmatively (77,1% - new subjects of illegal privatization appeared), among them: intermediaries, incl. organizers of electronic auctions and auctions (60%), local councils, bodies of united territorial communities (20%), state bodies of privatization, incl. units of the State Property Fund of Ukraine, in the future - SPFU (11,4%), advisers on issues of denationalization (5,7%).

According to the analysis of the Spirman correlation coefficient, there is a direct relationship between the emergence of new privatization subjects and the number of cases of illegal privatization (0,906 with an acceptable correlation value of 0,05).

Correlation analysis by the Spirman coefficient also showed a direct relationship between the emergence of new entities of illegal privatization and the number of cases (0,511 with an acceptable correlation value of 0,05). Summarizing the foregoing, we can state that the emergence of new subjects of illegal privatization has led to an increase in the number of cases of illegal privatization.

Which subject of illegal privatization causes the greatest damage to the state and society ( is the most dangerous and causes significant losses)? It was found out that the SPFU (its regional branches) causes 34,3%, courts - 21%, state property appraisers - 20% and ultimately non-residents - 8,6%.

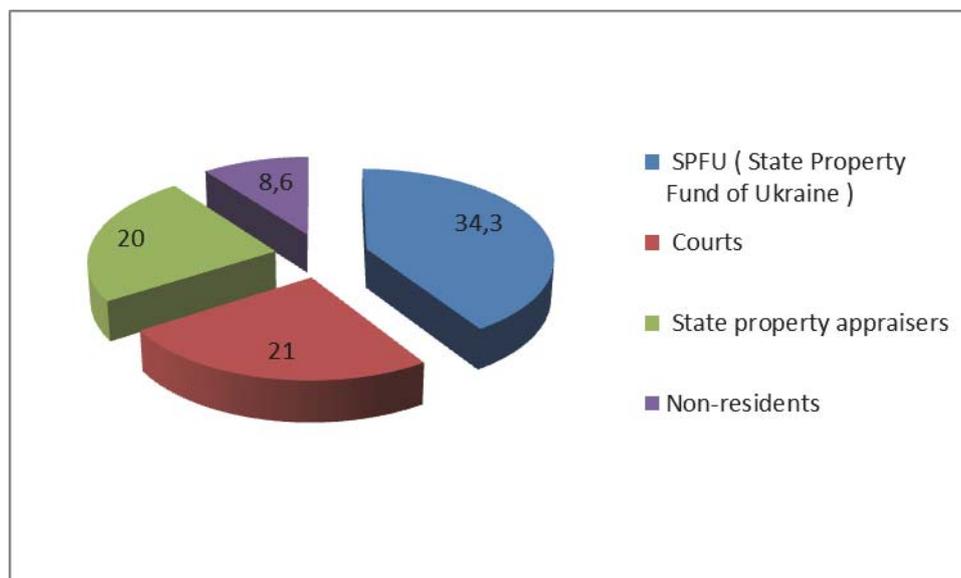


Figure 1. covers the activities of the subject of illegal privatization which causes the greatest damage to the state and society.

In explaining why the activities of these subjects are most dangerous respondents revealed that it is under them that shadow schemes become legal transactions (40%), and their activities are related to the legalization of illegal privatization (54,3%).

During the two-way correlation analysis, according to the Pearson coefficient, the direct dependence of the change in the privatization process (0,464 with an acceptable correlation value of 0,01) was established, and the change of privatization objects (0,405 with an acceptable correlation value of 0,01) from the appearance of new entities of illegal privatization. This indicator shows that with the appearance of new participants in illegal

privatization, the range of objects of illegal privatization also changes.

The survey for the employees of the controlling and law enforcement bodies whose powers and competence are related to counteracting illegal privatization testify that their work on preventing illegal privatization is evaluated «mediocrely» (68,6% of respondents).

Experts have identified that the greatest impediments for law enforcement and controlling authorities are to effectively counteract the process of illegal privatization are: corruption component (65,7%), indistinct rules of legislation (20%), oligarchic groups and financial and industrial groups (14,3%).

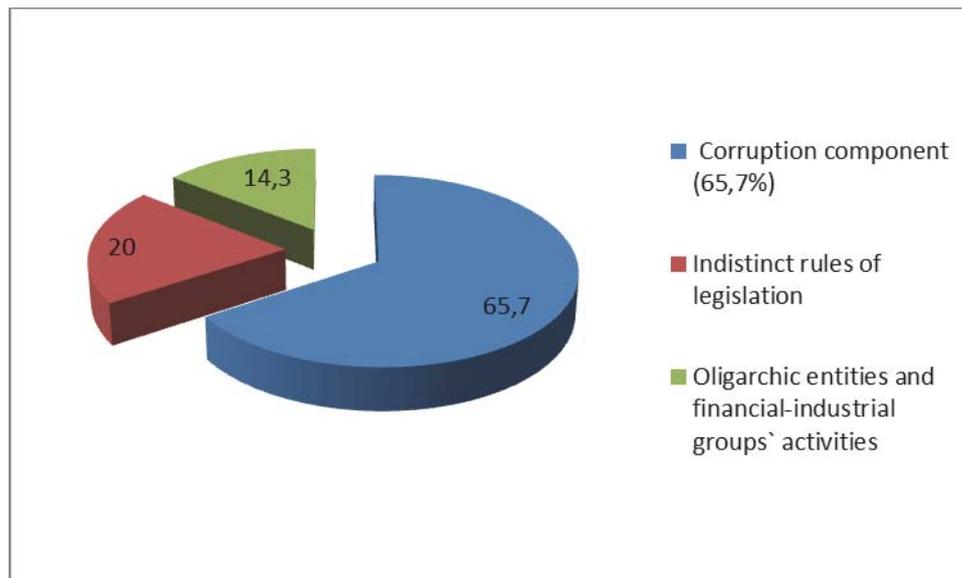


Figure 2. highlights the main obstacles to effectively counteracting the process of illegal privatization.

Specialists noted that the weak control of law enforcement officers for the alienation of state property was sometimes motivated by the participation of the officials of the controlling structures in illegal schemes: directly fixing the illegal actions (8,6%), knowing such facts (11,4%), facing separate signs (22,9%). At the same time, we note that the privatization advisers and consultants are actively introducing shadow mechanisms: they recorded illegal acts (3%), such facts were known to them (8,6%), they have been faced with some signs (31,4%).

The results of the expert survey indicate the importance of providing the legality of privatization processes by law enforcement bodies, as well as the need for their support in order to prevent the unbalance of the state sector of the economy.

The survey method received data from 458 respondents, who were aware of the fact that the study was conducted on the motives of the need to improve the effectiveness of counteraction of law enforcement bodies to illegal privatization in Ukraine. The questionnaire was explained by the severity of the distribution of illegal schemes against illegal privatization, which causes significant damage to the state and society, and the effectiveness of counteracting of law enforcement bodies to these processes needs to be intensified in order to prevent this. The purpose is to determine the effectiveness of

law enforcement agencies to further adjust their activities to counteract the processes of illegal privatization.

Understanding the essence and significance of privatization (61,8% of respondents), the public negatively (30%) and indifferently (40,4%) refers to the process, linking the necessity of the alienation of state property to those enterprises that are not crucial to the economy (43,8%). The reason is the existence of illegal privatization (59,6%) and the concealment of negative facts associated with it (32,6%). As a rule, most of the facts of illegal acts of privatization are taken from the media (55,1%), which is associated with harm to the interests of the state (48,3%) and is identified with significant losses for the society (21,3%).

Taking into account the fact that the interest in gaining benefits through uncontrolled privatization tends to increase among its subjects, the activity of directions is divided: financial-industrial groups for bringing enterprises to bankruptcy (46,1%), illegal organized criminal groups to legalize their unlawful actions (23,6%), oligarchic entities for the creation of monopolies (19,1%) and private consortia for underestimating property value at alienation (11,2%). This confirms the problem of denationalization and indicates the need for proper response of controlling authorities to violations during the privatization process.

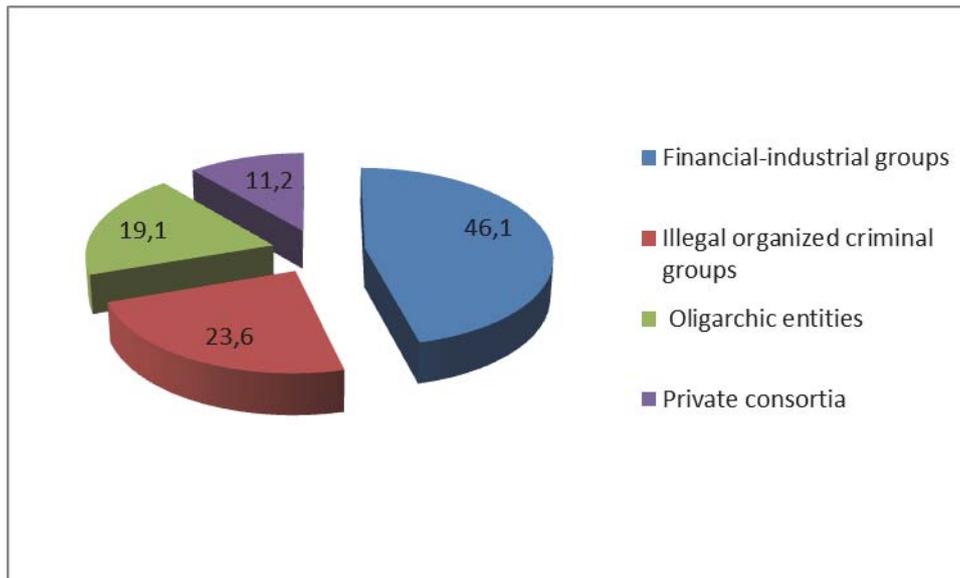


Figure 3. highlights the main ways of the direction of illegal privatization process.

The main suggestions for responding to this situation are: improvement of the legislation on prevention illegal privatization (25,8%), increase of the fight against corruption (43,8%), introduction of severe administrative and criminal sanctions against individuals and legal entities that were involved in the illegal privatization (18%). It should be emphasized that public opinion is rather critical and uneven in the direction of counteracting illegal privatization by law enforcement and controlling structures and emphasizes the need for: the return of illegally privatized property to state ownership (32,6%), and the improvement of legislation to make illegal privatization possible (23,6%), increase of criminal liability, including to actual deprivation of liberty and confiscation of property (20,2%).

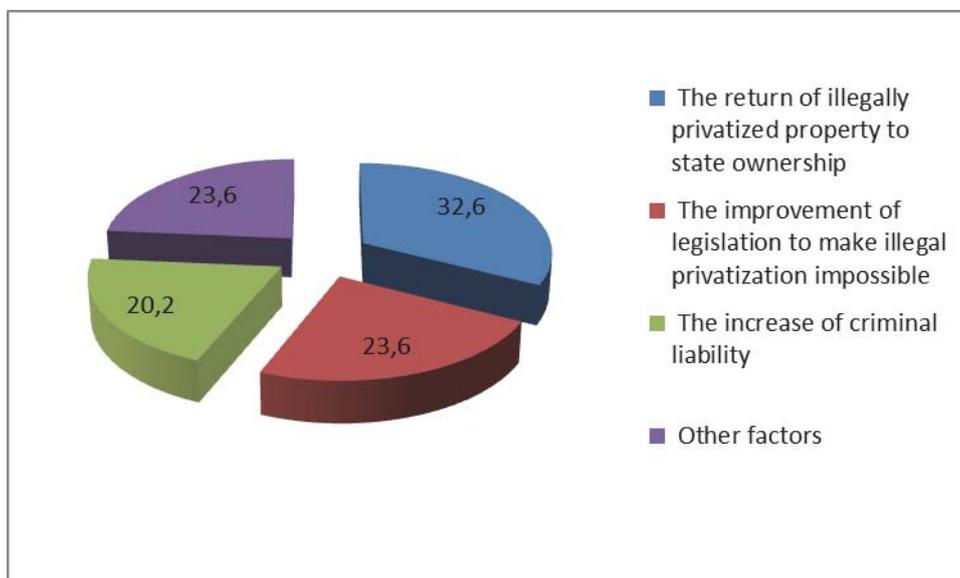


Figure 4. highlights the main ways of counteracting illegal privatization.

In general, the privatization system in Ukraine worked mostly in a way that the name of an auction winner was known in advance and he/she received property with a significant discount to the market price. It was one of the ways of gaining oligarchic capital, creating and maintaining a monopolized economic system in the country. As a rule, the tool to ensure such a redistribution of property was the disqualification of potential buyers who were not insiders of the system. Such facts have always been in the field of law enforcement structures. [5]

Indeed, public opinion indicates a weak counteraction (30,3%) of law enforcement and monitoring bodies to illegal actions in the privatization sphere, and their results are generally

unknown to citizens (43,8%). The distrust extends to the bodies of state power and administration, workers (51,7%) and heads (27%) of whom are involved in illegal possessions.

Taking into account the foregoing, law enforcement agencies have a «credit» of public trust and should justify the hope of protecting national treasures during the privatization process.

## Conclusions

The foregoing proves the acuteness of privatization issues and the persistence of the proliferation of illegal schemes against the illegal alienation of state property, which causes significant damage to society and the state, as well as the need for more effective counteraction to these processes for the sake of their prevention. Taking into account the results of sociological research it is worth to conclude that privatization reforms require effective support of law enforcement structures to ensure economic development in the transformation processes of state ownership in Ukraine.

In general, the work of law enforcement agencies should be based on those factors that collectively have the most effective impact on privatization processes. The basis in this case should be aimed at neutralizing circumstances that may have a direct negative impact on the stability of the state economy. Thus, it is worth considering exactly those factors that will ensure a positive comparison of the results with investments, which will dominate the beneficial effect on the cost of its acquisition.

Thus, the need for state control of privatization remains relevant (42%), and the maintenance of this process by law enforcement bodies is mandatory in cases when the alienation of assets can create a danger to the state (46,1%). This is explained by the public disbelief of state officials of the controlling authorities and the fiscal system, as well as by the fact that the overall effectiveness of their counteraction to illegal privatization is negative (47%), and the assessment of the results is to a large extent questionable (39,3%).

Particularly mentioned is relevant when taking into account the program of the Cabinet of Ministers of Ukraine, according to which, by 2020, about 900 enterprises should be privatized, 359 transferred to the concession, and 1255 are subject to liquidation, while the state owns more than 3 500 companies with total assets of about 1,7 trillion. UAH Taking into account the above, one should take into account all the factors that influence the effectiveness of counteraction to law enforcement bodies of illegal privatization, the causes of these processes and possible ways of overcoming problems in the understanding that alienation should not be a pursuit of a one-time budget revenues, and that the model of the Ukrainian economy should change from the raw material on the value added economy. [6]

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## PECULIARITIES OF CONDUCTING INVESTIGATION (SEARCHING ACTIONS) OF NARCOTIC DRUGS SMUGGLING BY ORGANIZED CRIMINAL GROUPS



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**Abstract.** An attempt is made to distinguish the specifics of conducting investigative (searching) «public» and covert activities during the investigation of smuggling of narcotic drugs, psychotropic substances, their analogues or precursors by the organized criminal groups. Initial procedural, operative and investigative platforms used for investigation of this type of criminal violation are defined.

**Keywords:** *investigative (searching) actions, narcotic drug substances, smuggling, organized criminal group, detection, investigation.*

### Introduction

**Problem statement.** International criminal organizations make active use of the «favorable» geographical position of Ukraine for transit traffic of narcotic drugs, including Afghanistan, and Russian Federation, from the countries of the so-called "Golden triangle" (South-East Asia) to European Union. Moreover, prof. Kantsir V. claims that vast profits of terrorism centers are also received through drug business, racket, smuggling, trade of weapon and people. Terrorists cooperate with the organized crime and corrupted state institutions in this field [1].

Complexity of modern social and economic state of the society, intensive migration of population, including its criminal-active part, expansion of intergovernmental relations, when having powerful regional sources for illegal narcotic drugs production and considerable profit on their illegal turnover, create pre-conditions for emerging and functioning of the organized criminal groupings, that are engaged in the drugs trade and have, in many cases, close interregional and international relations. Active penetration of the international drug business on the territory of Ukraine is going on, that is considered as a huge promising market of narcotic drugs as well as a transit point for their smuggle transportation [2].

Consequently, a number of criminal procedures, under investigation of this category of crimes, has increased. This, in its turn, set new issues for scientists and practitioners, to improve existing and creation of new methodologies of conducting investigations, to provide recommendations regarding detecting and carrying out investigative (searching) actions during investigation of narcotic drugs smuggling [3].

**Analysis of recent researches and publications.** The methodological issue of investigation of certain types (groups) of crimes was studied by T. Averianova, Yu. Alenin, O. Baiev, R. Belkin, V. Bakhin, Ya. Bereskyi, L. Biletska, O. Batiuk, R. Blahuta, P. Bilenchuk, A. Volobuev,

I. Vozhrin, V. Havlo, V. Honcharenko, Yu. Hroshevyi, O. Humin, P. Horbachenko, V. Zhuravel, A. Ishchenko, N. Klymenko, I. Kohutyk, V. Kolesnyk, O. Kolesnychenko, V. Konovalova, M. Kostin, V. Kuzmichov, V. Lukashevych, Ye. Lukianchykov, H. Matusovskyi, V. Tishchenko, M. Saltevskyi,

S. Soroka, O. Oderiy, A. Poliakh, S. Sheifer, V. Shevchuk, I. Shvets, V. Shepitko, M. Yablokov, I. Yakymov, and others.

**Purpose of the article.** To find out peculiarities of detecting and conducting procedural, investigative (searching) «public» and covert activities during the investigation of smuggling of narcotic drugs, psychotropic substances, their analogues or precursors by the organized criminal groups.

**Presentation of basic material of the research.** Social and economic changes in the state, establishment of democratic institutions in Ukraine, granting of broad rights and freedoms to the citizens during its independence go along with intensification of negative processes, such as: the development of shadow economy, spread of corruption, rooting of organized and professional crime. Transformation of social relations had an impact on criminalization of various branches of the economy, reduction of social protection of the population, boosting of number of people taking forbidden substances.

Illegal turnover of narcotic drugs, «drug addiction» of population are the direct threats for the nation's gene pool, principles of the existence of the state itself and acquire global scales. Transnational nature of the drug business implies smuggle transportation of narcotic drugs for long distances and embraces territories of various countries. Smuggle of narcotic drugs, psychotropic substances, their analogues or precursor holds a significant place in the structure of the drug business as well as in the system of other drug-related crimes. Crime detection, disclosure and investigation of narcotic drugs smuggle faces substantial complications due to the improvement of criminal mechanisms, use of modern armament and choice of different forms of counteraction to law enforcement bodies by criminals. It is meaningful, under such conditions, to set up and solve the task regarding the working out of criminalistics recommendations aimed at optimization of the pre-trial investigation and efficiency growth of the disclosure of criminals [4].

The peculiar feature of detection of narcotic drugs is that the information about the commitment of this crime is received, in most cases, through an independent disclosure by an investigator, a prosecutor, or other authorized officials from any source of information that can prove its commitment. «Any source of information» assumes getting

an information about some criminal violation during the pre-trial investigation of another criminal case by an investigator or a prosecutor, or by the officials of operational divisions, by the results of carrying out of measure aimed at identification of a person that committed a crime, receiving of information from other state power bodies, mass media, or during performing their duties set by the law [5].

In most cases, the detection of narcotic drugs smuggle is fully relied on the law enforcement officials while fulfilling their professional activity, as a rule, on certain public officials during the Customs control by:

- 1) checking documents and information;
- 2) Customs inspection (inspection and over examination of goods, transportation vehicles of commercial purpose, inspection and over examination of hand baggage and luggage, personal search of citizens);
- 3) oral questioning of citizens and officials of enterprises;
- 4) inspection of the territories and warehouses of temporal storage, Customs warehouses, Customs free zones, duty-free stores and other places where goods and transportation vehicles of commercial purpose liable to Customs control are located [6].

In case a law enforcement official directly detects crime evidences, prescribed by the article 305 of the Criminal Code of Ukraine, then a report is drawn out, and if it is detected by someone else, then this person writes a statement, where s/he indicates data that are further passed to the Unified Register of Pre-Trial Investigations (Part 5 Article 214 of the Criminal Procedure Code of Ukraine (CPC)) [7].

The inspection of a crime scene, in urgent cases, can be conducted before passing data to the Unified Register of Pre-Trial Investigations. Detection of narcotic drugs smuggle must be considered an urgent case, that is why the inspection of a crime scene can be carried out before data supply to the Unified Register of Pre-Trial Investigations, information is passed immediately after the inspection. Inspection of a crime scene during the detection of narcotic drugs smuggle is an urgent and obligatory investigative (searching) action. It is explained by the necessity to get information about the circumstances of the crime in their initial, unchanged conditions, as any delay causes

the loss of material proofs, instruments, and ways of its commitment, as well as the loss of information about persons that committed the crime. An investigator can inspect the crime scene himself or assign it to an official of the operational division by drawing up a written commission. Implementing investigator's or public prosecutor's commissions, the employee of the operative division is authorized with the investigative officer powers. Inspecting the crime scene, in the manner prescribed by law, information regarding the circumstances of narcotic drugs smuggling is recorded, witnesses are found, the detected narcotic drugs, other things and documents significant for criminal procedure are withdrawn, the withdrawn narcotic drugs are weighed. The withdrawn items, things, and documents have to be packed in a proper way to avoid damages and unauthorized access with the attachment of labels certified by relevant signs and signatures of persons, that took part in the inspection, and sealed by the relevant body with the indication in the protocol. If it is impossible to examine the withdrawn narcotic drugs, things, and documents right on the spot, they must be temporally sealed up and kept as such until they are finally sealed. Examining the crime scene an investigative officer has the right to forbid to any person to leave the place of investigation until it is over as well as perform any actions that hinder to carry out the inspection. To conduct the inspection in order to get assistance on issues that require special knowledge, it is reasonable to invite a specialist that is authorized by the investigator to conduct measuring, take photos, take audio and video records, draw plans, charts, images of the examined place or its separate parts, make impressions and casts, examine and withdraw narcotic drugs, things, and documents significant for criminal procedure, weigh narcotic drug substances [3].

The protocol about the inspection of the crime scene is drawn up, in accordance with the requirements of the Article 104 of the CPC of Ukraine, in which the investigative (searching) action is recorded by means of technical equipment. After the protocol has been drawn, the participants, who took part in the procedural action, are given the possibility to get acknowledged with the text. Remarks and supplements are added to the protocol above signatures. The protocol is signed by all participants of the procedural action. Besides,

after the scene has been inspected, it is worthwhile conducting a personal search in order to detect and withdraw narcotic drug substances. A personal search is conducted, if there are sufficient grounds to consider that a person hides materials or substances significant for criminal procedure. This personal search belongs to the urgent investigation actions and is carried out without a preliminary decision of the investigative judge or the investigator himself. The personal search is carried out with obligatory participation of not less than two witnesses of the same sex. In this case, a personal search is not a part of the scene inspection, that is why a separate protocol about personal search is drawn up, according to the requirements of the Article 104 of the CPC of Ukraine [8].

When the narcotic drug substances are withdrawn directly during the personal search at conducting Customs inspection by the respective officials, then in this case, as a rule, it is not reasonable to conduct the scene inspection, because it will be of rather formalized nature and will not give any positive results for obtaining evidentiary information, except the cases when a person, who has narcotic drug substances, will try to get rid of them.

With the purpose of a rapid, complete and impartial investigation of narcotic drug smuggling, it is efficient for an investigator to determine the conduct of urgent investigating (searching) actions. In addition to examining the crime scene and a personal search, the urgent investigating (searching) actions during the investigation of narcotic drug smuggling should include the examination of material evidence, the expert examination appointment, the search, the interrogation, the property arrest.

The most common investigating (searching) action for obtaining the evidence is the interrogation, as a rule, and it is conducted by an investigator immediately after the detention, a personal search, an examination of the crime scene at the pre-trial investigation area or elsewhere in agreement with the person to be interrogated. During the interrogation of a suspect, first the personal data are identified, which are checked according to the identity document (passport, birth certificate, etc.). After that, the rights, duties and the procedure for the interrogation are clarified to the person. If the person does

not speak the language of the criminal proceedings, an interpreter may be involved in the interrogation. The suspect may refuse to testify. Photographing, audio and/or video recording may be used during the interrogation. If the suspect agrees to give the testimony, he is asked to tell about the circumstances of the crime. The main task of an investigator during the interrogation of the suspect is to clarify and record the testimony of the interrogated person in the full extent of his awareness, concretization and detail, so that each of the circumstances may be verified and supported by other evidence.

In the course of the investigation of narcotic drug smuggling, witnesses can be divided into three groups: a) persons who directly detected narcotic drug substances and arrested the suspect – the relevant officials during the Customs control, the employees of the State Border Guard Service of Ukraine, the officers of the National Police, SSU, etc. ; b) witnesses who were present at the time of smuggling (witnesses of the crime); – service staff (train conductors, stewardesses, workers of the railway, bus stations, airports, river and sea port); drivers and passengers of a vehicle used by a smuggler to commit a crime; the chief of the train crew, the captain of the vessel, the head of the tourist group, etc.; c) witnesses who, although they did not participate in the detection and detention of a smuggler, may provide the information about the events preceding the commitment of the crime or after it, – the suspects' relatives, his friends, acquaintances, and colleagues [3].

When interrogating the witnesses, the investigator finds out what exactly they know about committing narcotic drug smuggling by a detained person, the information about the detained person, what exactly they have seen or heard. A protocol of the interrogation is drawn up in accordance with the requirements of Article 104 of CPC of Ukraine [8].

The search is conducted in order to identify and record the information on the circumstances of narcotic drug smuggling. The search of a house or other property of a person is conducted on the basis of the decision of an investigating judge, to which the investigator requests the petition, agreed with the prosecutor. The reasons for the search should be sufficient, otherwise the investigating judge will refuse to satisfy the relevant petition. The implementation of the decision of the investigating judge on the

permission to search a house or other property of an individual can be entrusted to the relevant operational units of the National Police of Ukraine by the investigator. An expert may be invited to help with questions that require the special knowledge to participate in the search. The search of a house or other property of a person should be carried out with the obligatory involvement of not less than two witnesses, regardless of the use of technical recording devices, at the time when the least harm is caused to the usual occupations of the person who owns them, unless the person conducting the search will not come to the conclusion that the fulfilment of such a condition can significantly harm the purpose of the search. Before the implementation of the decision of the investigating judge, a person who has a house or other possession, and in the absence thereof another person must be provided with a resolution and its copy must be handed. The authorized officer entrusted with the conduct of the search has the right to prohibit any person from leaving the place of the search until its completion and taking any action that hinders the search. In the absence of persons in the house or other possession, a copy of the resolution must be left in sight in the house or other person's property. At the same time, the authorized official conducting the search is obliged to ensure the security of the property in the house or other possession of the person and the inability to access by third parties.

During the search, it is necessary to detect and withdraw: 1) narcotic drug substances, psychotropic substances, their analogues or precursors or counterfeit medicines; 2) money and other valuable objects obtained from illegal actions with narcotic drug substances, items and objects prohibited for free circulation; 3) equipment and their parts, dishes or other items that have been used for the illegal producing of narcotic drug substances, including those on which their traces are left (bowls, pans, flasks, sieves of meat grinders, etc.); devices for packaging of narcotic drug substances (scales, containers, empty ampoules, etc.); 4) documents indicating the connection of the suspect to other smuggling participants (notebooks with addresses and telephone numbers, photographs of joint offenders, letters, telegrams, draft records containing the information on smuggling operations, etc.); 5)

travel documents (tickets), reports on international postal deliveries; 6) other objects and documents that may be relevant to the case. The scope and content of searches, in particular those related to the disclosure of closed premises, caches, secret places, disassembling of technical equipment or devices, etc., must be consistent with the achievement of the purpose of the search. An authorized officer conducting a search may decide to conduct a personal search of persons if there are reasonable grounds to believe that the persons present at the time of the search carry substances, items or documents relevant to the criminal proceedings and refuse to present them voluntarily. The information about the search of a person and its results are reflected in the search protocol, which is drawn up in accordance with the requirements of Article 104 of CPC of Ukraine [8].

An examination of narcotic drug substances, psychotropic substances, their analogues or precursors or counterfeit medicines is an investigating (searching) action, which is carried out in order to identify and record the information about the circumstances of the commitment of a crime under Article 305 of the Criminal Code of Ukraine, which consists of the examination of the withdrawn substance and the description of its external features: type; quantitative and qualitative characteristics (composition, consistency, colour, smell, size, volume, weight). In the case of withdrawal of ampoules, tablets: the presence of inscriptions on ampoules, tablets, the level of ampoule filling with liquid; the colour of the liquid and the presence of a precipitate; packaging method and packaging material, digital marking and name of the manufacturer, etc. are recorded. The examination should be of a research nature. The speed and completeness of the pre-trial investigation depends on the knowledge of the investigator, his experience and the ability to carry out such an examination.

Article 237 of CPC of Ukraine establishes a procedure for the examination, which stipulates that a suspect, his defence counsel, legal representative should be invited to participate in the examination, an expert is invited in order to receive the assistance on matters requiring special knowledge. It is efficient to take photos during the examination. A protocol is drawn up about the

examination, in accordance with the requirements of Article 104 of CPC of Ukraine. The examined material evidence shall be immediately sealed with the signature of the persons who participated in the examination and shall be kept in the storage room prior to the decision of the case. An expert for conducting expert examination is involved. Conducting the expert examination is a procedural action, which involves the appointment of the expert examination, conducting the research and presenting the conclusion by an expert. An expert is involved if scientific, technical or other special knowledge must be used in order to clarify the circumstances relevant to the criminal proceedings. The investigator makes a decision on the appointment of the expert examination, in accordance with the requirements of Part 5 of Article 110 of CPC of Ukraine. A complete and comprehensive study of the withdrawn substances is carried out during the forensic chemical examination. Objects of the research are narcotic drug substances, psychotropic substances, their analogues or precursors or counterfeit medicines.

By means of a forensic chemical examination, the affiliation of the withdrawn substances or means to a definite type is established, which according to the Law "On the circulation of narcotic drug substances, psychotropic substances, their analogues and precursors in Ukraine" of February 15, 1995, are included in the List of narcotic drug substances, psychotropic substances and precursors [9].

The questions put by an investigator to an expert and his conclusion regarding them cannot go beyond the special knowledge of the expert. An expert's conclusion is not mandatory for an investigator who conducts a criminal proceeding. The disagreement of the investigator with the expert's conclusion must be motivated in the relevant resolution.

Sanctions of Part 2, 3 of Article 305 of the Criminal Code of Ukraine provides the confiscation of property. In these cases, the investigator has the right to impose an arrest on the suspect's property. The investigator shall file an application for seizure of property with a petition, agreed with the prosecutor, to the investigating judge. The application must be supplemented with the originals or copies of documents and other materials by which the investigator substantiates the arguments of

the petition. Taking into account the foregoing, we suggest the following algorithm of actions at the initial stage of the investigation of narcotic drugs smuggling: 1) registration of an application, notification or report; 2) an examination of the crime scene; 3) inputting the information in the URPI; 4) conducting a personal search; 5) an interrogation of a suspect; 6) conducting a search of a house or other property of a person; 7) conducting the examination of

narcotic drug substances; 8) the appointment of forensic chemical examination; 9) the interrogation of witnesses; 10) the imposition of seizure on property.

Taking into consideration that every criminal proceeding has certain peculiarities, initially it may be necessary to carry out other investigating (searching) actions to investigate smuggling of narcotic drug substances in each case.

## Conclusions

Narcotic drug smuggling, as a rule, is carried out with preliminary preparation, the direct relocation of the object of smuggling across the state border and concealing this criminal activity. The study of customs and investigative practices has allowed to highlight the important elements of the circumstances of narcotic drugs smuggling (the geographical location of Ukraine, the openness of its territory, the phenomenon of illegal migration, the shortcomings in the activities of the Customs service), as well as the specific conditions contributing to the implementation of this category of crimes (insufficient technical and technological level of staffing of Customs control and operational divisions; insufficient organization of labour of Customs officers; lack of proper experience of Customs officers; the presence of corruption relationships with Customs and other law enforcement officers, the lack of adequate international interaction to detect narcotic drugs smuggling) [4].

The peculiarities of the investigation organization of narcotic drug smuggling appear in the following areas: a wide range of interactions between different entities (bodies that oversee the compliance with Tax and Customs legislation, bodies of the State Border Guard Service, bodies of the Security Service of Ukraine, prosecutor's offices of Ukraine, operative and investigative bodies, expert institutions and relevant departmental services, etc.); the feasibility of the formation of investigative-operational groups, the application of the group method of investigation; the need for regular exchange of information between interacting entities in relation to the disclosure and investigation of this category of crimes; working out joint planning of investigations and the coordination of joint activities.

Planning of the investigation and processing of the system of standard versions is significant in the system of organizational activity of the investigator, taking into account various grounds (an anticipated event, the mechanism of the crime, the subject of a criminal offense, the way of concealing the crime, the direction of the object of smuggling, the repetition of the crime commitment, possible counteracting to the detection of smuggling, etc.) [4].

Determining the situation of the investigation allows you to choose the right direction of the investigation and the tools that will be most effective. The relevant investigating actions include: an examination of the crime scene (an examination of the detection place of narcotic drug substances), an examination of a smuggling object (an examination of narcotic drug or other substances), witnessing, interrogation of the suspect and witnesses, the appointment of forensic examinations.

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## PSYCHOLOGICAL FEATURES OF IMPACT OF ADOLESCENT ANXIETY ON SELF-ESTEEM



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**Abstract.** The paper considers the notion of «self-esteem» and «anxiety» of an individual. It presents the results of an empirical study of anxiety impact on the formation of self-esteem in adolescence. The authors analysed the results of the conducted research using the techniques on determination of anxiety and self-esteem of an individual. Mathematical and statistical analysis of the data obtained was carried out in order to establish correlation between the indicators of techniques chosen. Comparative analysis of gender differences in displays of anxiety impact on self-esteem was conducted.

**Keywords:** *anxiety, worry, level of anxiety, self-esteem, level of self-esteem, level of aspirations, adolescence.*

### Introduction

The problem of self-esteem formation of an adolescent occupies one of the most important places. Self-esteem consists of ability to assess oneself, strengths and capabilities to fulfil certain tasks and requirements of the surrounding environment.

Anxiety is one of the factors affecting the formation of self-esteem in adolescence. Adolescence is referred to as the complicated stage in human life. At this age, not only human physical, but also

mental development is finally formed. A high level of anxiety can prevent successful self-esteem formation.

A considerable amount of literature has been published on the problem of self-esteem and anxiety. However, these studies provided ambiguous conclusions about the features of correlation of adolescent anxiety and self-esteem. Insufficient study of this problem makes the current research relevant in this direction.

The **purpose** of this paper is to obtain data which will help to address these research gaps.

#### **Analysis of the recent researches and publications.**

A number of scholars, including L. Bozhovich, J. Bruner, H. Heckhausen, A. Leontiev, A. Lipkin, A. Luria, M. Skatkin, L. Vygotsky, and others, have reported on the concept of self-esteem of an individual. Scientists have tried to find out the features of formation and development of self-esteem of an individual, the influence of various factors on the formation of self-esteem, the correlation of self-esteem with various psychological peculiarities.

Many attempts have been made by scholars, including C. Erikson, W. Morgan, Yu. Pakhomov, Yu. Khanin, H. Eysenck, B. Vyatkin, Ch. Spielberger, N. Mahony, Ye. Sokolov, E. Eiedemiller, A. Zakharov and others, in particular, to investigate the phenomenon of adolescent anxiety as an emotional state.

According to B. Ananiev, self-esteem is one of the most complex and multifaceted component of self-consciousness (a complex process of indirect cognition of oneself, disclosed in time, associated with transition from unitary, situational images through the integration of similar situational images into a holistic entity – the concept of «Me», the direct expression of esteem by other individuals involved in the development of personality [8].

V. Stolin distinguished three levels in the development of self-consciousness: organic, individual and personality-based one. According to these levels, the author distinguishes between units of self-consciousness. At the level of organic self-consciousness, this unit has a sensory-perceptual nature. At the level of individual self-consciousness, this unit is a perceived esteem by others and an appropriate self-esteem, as well as age, gender and social identity. At the level of personality-based self-consciousness, this unit is a conflict of meaning, a collision in the act of one personal

quality with others, which brings to an individual the significance of personal qualities and signals it in the form of an emotional-value attitude to oneself [3].

O. Leontiev considers self-esteem as one of the essential conditions through which an individual becomes a personality. According to the scholar, self-esteem forms the need of an individual to meet the level requirements of others and to meet the level of personal esteems [6, p.117].

A. Zakharova considers self-esteem to be the central, nuclear entity of an individual through the prism of which all the lines of child's mental development are refracted and mediated, including the formation of personality and individuality. Self-esteem is analysed as a system entity, which is a component of self-consciousness [3].

D. Lewis (2002) defines anxiety as a form of neurotic reaction involving conditional fear. At the same time, the researcher distinguishes the «cohesive» anxiety caused by certain external objects and «generalised» caused by internal stimuli with long-term effect. B. Bosselman categorically asserts that the symptom of anxiety is identical to the reaction of fear.

D. Biron points out, reviewing the researches on anxiety, that psychologists often define this phenomenon as an emotional state with a generalised sense of fear. Researcher suggests other thoughts, according to which anxiety is referred not to the emotion of fear, but to the area of motivation, but does not report the reasons for opposing the emotional state and motivation. Scientist sees this phenomenon as an emotional state, which, of course, does not exclude the role of a motive prompting an action [1].

Ch. Spilberger distinguishes three different understandings of anxiety: as a passing state; as a complex process that includes the components of stress and threats; as a personal trait. Thus, stress generates anxiety [5, p.53].

L. Aftanas (2000) believes that anxiety is a personality trait that characterises the steady

degree of perception of threats to personal «Me» in different situations and the tendency to respond to them by increasing the state of anxiety.

### Presenting main material

Self-esteem is the central component of the concept of «Me». Self-esteem is the centre of commitment, the value an individual gives to oneself in general and to particular components of personal individuality, activity, behaviour [14, p.307].

The first one who introduced the concept of «self-esteem» into the structure of personality was W. James, who began to study this phenomenon in 1892. He highlighted the dependence of self-esteem on the nature of relationship of an individual with other people. Such an approach was idealistic, since the communication of individuals was considered independently of its real basis – of practical activity [5].

The development of self-esteem takes place throughout the life of a person, and «the very landmarks for self-esteem, laid in childhood, support themselves during the life of a person, and it is very difficult to abandon them» [13, p.216].

The self-regulation of person's behaviour is carried out with self-esteem. Man in the process of communication constantly compares oneself with the «standard» and depending on these results, remains satisfied or dissatisfied with oneself. Self-esteem is not permanent, it varies according to circumstances. Adoption of new estimates may change the values of the previous ones. Self-esteem is an important way of self-regulation. Being formed in the process of activity, it has several stages and certain features:

(i) prognostic – reflects the stage of orientation in personal capabilities in future activities; its function – assessment by the subject of personal capabilities, defining the attitude towards them;

(ii) corrective or procedural – is displayed in the process of activity and is aimed at its correction depending on circumstances that arise; its function – assessment and correction of actions (behavioural acts) in their course;

(iii) retrospective – evaluation of results of activities; its function – assessment of results of activities, of achieved levels of development [4].

Anxiety is a so widespread phenomenon, having so many different shades, that it is difficult to find a unified explanation for it.

One of the earliest researchers of anxiety in the United States, Maurer identified this state as conditional fear, that is, fear caused not by the unconditional, but by conditional stimulus.

Anxiety is the result of the emergence or anticipation of frustration and the obligatory mechanism of mental stress. It is a signal indicating a violation of adaptation and activating adaptive mechanisms [9]. consider anxiety as a quality of a person, closely related to resistance to stressful situations, as a form of adaptation of an organism in conditions of acute or chronic stress.

Thus, the terms «anxiety», «worry» are used to refer to relatively persistent individual differences in inclination of an individual to the feel this condition. In this case, anxiety means the personality trait. Anxiety, as a personality trait, or personality anxiety, is not displayed itself directly in behaviour. But its level can be determined on the basis of how often and how intensely states of anxiety appear in an individual [1].

Anxiety is distinguish as an emotional state and as a stable quality, personality trait or temperament [11, p.3].

In domestic psychology, anxiety is differentiated into two main types: personal and situational [11, p.87].

Personal anxiety is the readiness of a person to experience fear and anxiety over a wide range of subjectively significant phenomena. Personal anxiety is a basic personality trait, shaped and fixed in early childhood.

Situational anxiety is an indicator of the intensity of emotions that arise in relation to typical events. It can be displayed in different people in a variety of situations, and in some people it is displayed clearly, but in others it is not displayed at all [10].

### Research Methods

The *aim of the research* is to determine the effect of anxiety on self-esteem of an individual. *Participants*: 57 adolescence, 13-14 years old. *Techniques used*: 1. method on determining the level of self-esteem after Dembo-Rubinstein; 2. method on determining the level of self-esteem after G. Kazantseva; 3. method on determining the level of self-esteem after S. Budassi; 4. anxiety scale after J. Taylor; 5. anxiety scale after A. Pryhozhan;

6. social-situational anxiety scale after O. Kondash.

Having conducted empirical research, we received the following results:

1. method on determining the level of self-esteem after Dembo-Rubinstein:

– aspiration by levels: low – in 13 (23%) students; average – in 20 (35%) students; high – in 21 (37%) students; very high – in 3 (5%) students.

– self-esteem by levels: low – in 15 (26%) students; average – in 20 (35%) students; high – in 19 (34%) students; very high – in 3 (5%) students.

After statistical data processing, we found that inter-gender differences in the level of self-esteem were not statistically significant. Having calculated the Student's T-criterion of inter-gender differences after the indicators of this method, we obtained the indicator at the significance level  $P > 0.05$ , which means that there were no significant differences between male and female groups. Consequently, according to the results of this method application, the high level of aspirations and the low level of self-esteem prevail among the students (see Figure 1).

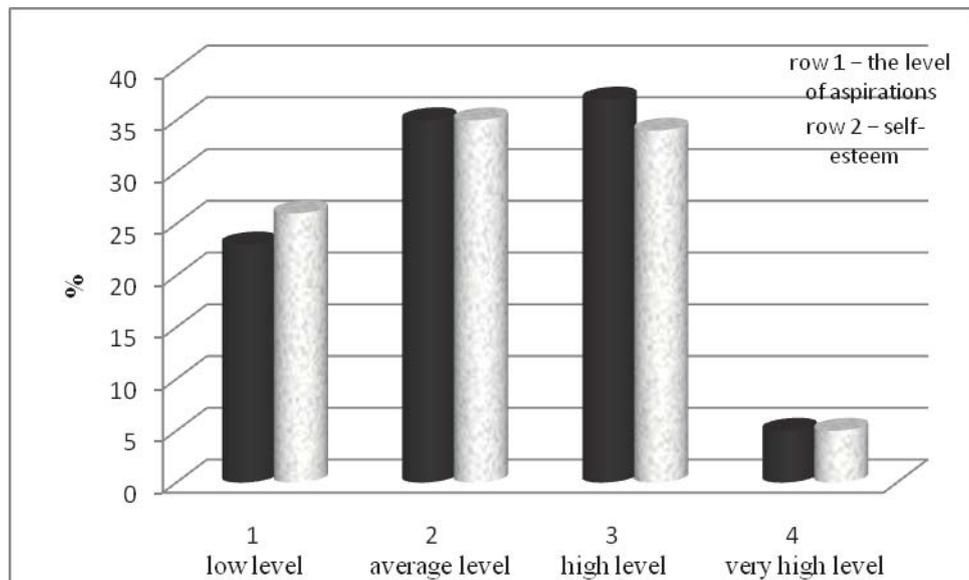


Figure 1. Average figures by the method on determining the self-esteem after Dembo-Rubinstein

2. method on determining the level of self-esteem after G. Kazantsev: low level – in 10 (17%) students; average level – in 29 (51%) students; high level – in 18 (32%) students.

After statistical data processing, we found that, women in this sample possessed the high and average level of self-esteem. However, these differences were statistically insignificant. Having calculated the Student's T-criterion of inter-gender differences after the indicators of this method, we obtained the indicator at the significance level  $P > 0.05$ , which means that there were no significant differences between male and female groups. Consequently, according to the results of this method application, the average level of self-esteem prevails among the students (51%) (see Figure 2).

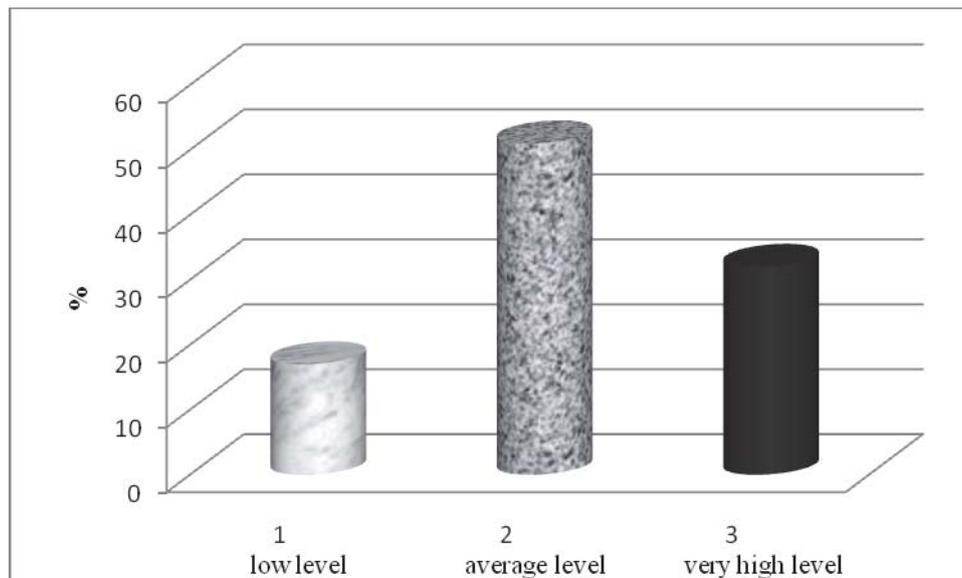


Figure 2. Average figures by the method on determining the level of self-esteem after G. Kazantseva

3. method on determining the level of self-esteem after S. Budassi: low level – in 6 (11%) students; below average level – in 5 (9%) students; average level – in 23 (40%) students; above average level – in 7 (12%) students; high level – in 16 (28%) students.

After statistical data processing, we found that, female group in this sample possessed the high and low level of self-esteem; male group in this sample possessed average level of self-esteem. However, these differences were statistically insignificant. Having calculated the Student's T-criterion of inter-gender differences after the indicators of this method, we obtained the indicator at the significance level  $P > 0.05$ , which means that there were no significant differences between male and female groups. Consequently, according to the results of this method application, the average level of self-esteem prevails among the students (see Figure 3).

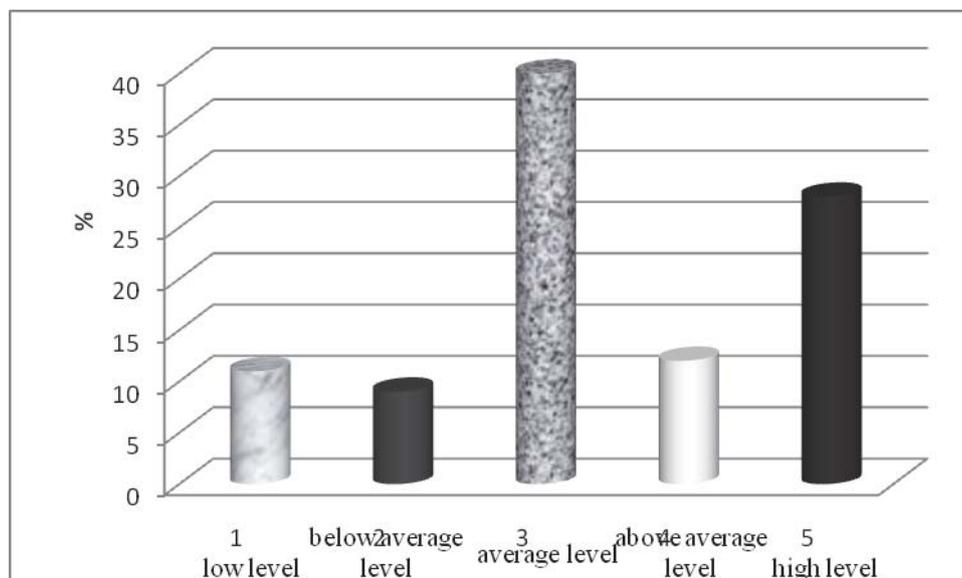


Figure 3. Average figures by the method on determining the level of self-esteem after S. Budassi

4. anxiety scale after J. Taylor: low level – in 7 (12%) students; below average level – in 4 (7%) students; average level – in 21 (37%) students; above average level – in 11 (19%) students; high level – in 14 (25%) students.

Minor differences in displays of anxiety between male and female representatives of this sample were revealed. Female group in this sample possessed the average and low level of anxiety. However, these differences were statistically insignificant. Having calculated the Student's T-criterion

of inter-gender differences after the indicators of this method, we obtained the indicator at the significance level  $P > 0.05$ , which means that there were no significant differences between male and female groups. Consequently, according to the results of this method application, the average level of anxiety prevails among the students (see Figure 4).

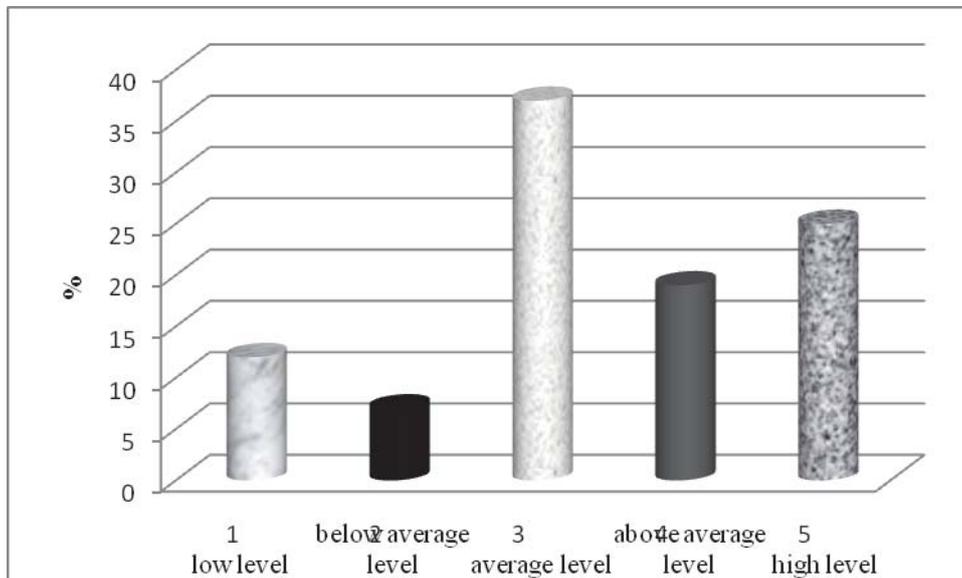


Figure 4. Average figures by the anxiety scale after J. Taylor

5. anxiety scale after A. Pryhozhan: low level – in 10 (18%) students; average level – in 27 (47%) students; high level – in 20 (35%) students.

We found that a higher percentage of males possessed the high level of anxiety and a higher percentage of females possessed the average and low level of anxiety. However, these differences were statistically insignificant. Having calculated the Student's T-criterion of inter-gender differences after the indicators of this method, we obtained the indicator at the significance level  $P > 0.05$ , which means that there were no significant differences between male and female groups. Consequently, according to the results of this method application, the average level of anxiety prevails among the students (see Figure 5).

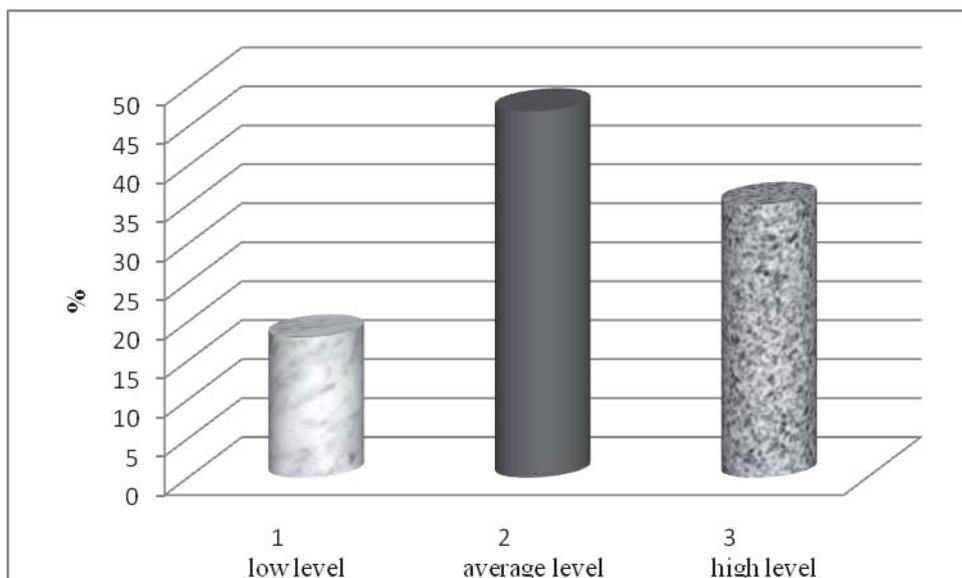


Figure 5. Average figures by the anxiety scale after A. Pryhozhan

6. social-situational anxiety scale after O. Kondash: very low level – in 10 (18%) students; average level / norm – in 20 (35%) students; above average level – in 12 (21%) students; high level – in 15 (26%) students.

After statistical data processing, we found that, female group in this sample possessed the low level of anxiety; more males in this sample possessed the above average level of anxiety than females. However, these differences were statistically insignificant. Having calculated the Student's T-criterion of inter-gender differences after the indicators of this method, we obtained the indicator at the significance level  $P > 0.05$ , which means that there were no significant differences between male and female groups. Consequently, according to the results of this method application, the average level of anxiety prevails among the students indicating the norm (see Figure 6).

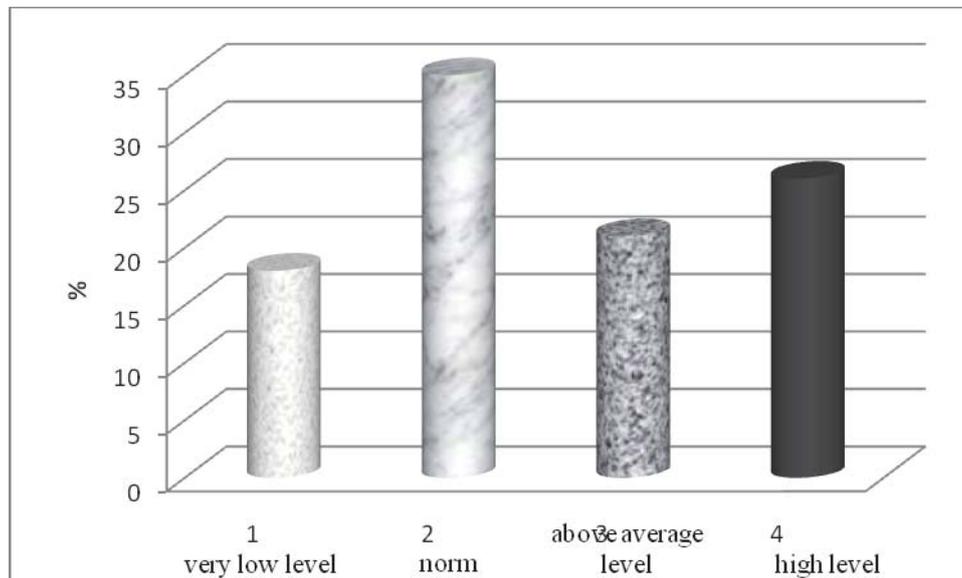


Figure 6. Average figures by the social-situational anxiety scale after O. Kondash

Having applied the correlation analysis we obtained the following results:

- between the level of aspiration (method on determining the level of self-esteem after Dembo-Rubinstein) and anxiety scale after J. Taylor a positive correlation was obtained ( $r = 0.502^{**}$ ;  $p < 0.01$ );

- between the level of aspiration (method on determining the level of self-esteem after Dembo-Rubinstein) and anxiety scale after A. Pryhozhan a positive correlation was obtained ( $r = 0.618^{**}$ ;  $p < 0.01$ );

- between the level of aspiration (method on determining the level of self-esteem after Dembo-Rubinstein) and social-situational anxiety scale after O. Kondash a positive correlation was obtained ( $r = 0.452^{**}$ ;  $p < 0.01$ );

- between the level of self-esteem (method on determining the level of self-esteem after Dembo-Rubinstein) and anxiety scale after J. Taylor a positive correlation was obtained ( $r = 0.520^{**}$ ;  $p < 0.01$ );

- between the level of self-esteem (method on determining the level of self-esteem after Dembo-Rubinstein) and anxiety scale after A. Pryhozhan a positive correlation was obtained ( $r = 0.517^{**}$ ;  $p < 0.01$ );

- between the level of self-esteem (method on determining the level of self-esteem after Dembo-Rubinstein) and social-situational anxiety scale after O. Kondash a positive correlation was obtained ( $r = 0.454^{**}$ ;  $p < 0.01$ ).

- between the indicators of the method on determining the level of self-esteem after G. Kazantseva and anxiety scale after J. Taylor a positive correlation was obtained ( $r = 0.652^{**}$ ;  $p < 0.01$ );

- between the indicators of the method on determining the level of self-esteem after G. Kazantseva and anxiety scale after A. Pryhozhan a positive correlation was obtained ( $r = 0.617^{**}$ ;  $p < 0.01$ );

- between the indicators of the method on determining the level of self-esteem after G. Kazantseva and social-situational anxiety scale after O. Kondash a positive correlation was obtained ( $r = 0,547^{**}$ ;  $p < 0,01$ ).

- between the indicators of the method on determining the level of self-esteem after S. Budassi and anxiety scale after J. Taylor a positive correlation was obtained ( $r = 0.685^{**}$ ;  $p < 0.01$ );
- between indicators of the method on determining the level of self-esteem after S. Budassi and anxiety scale after A. Pryhozhan a positive correlation was obtained ( $r = 0.645^{**}$ ;  $p < 0.01$ );
- between indicators of the method on determining the level of self-esteem after S. Budassi and social-situational anxiety scale after O. Kondash a positive correlation was obtained ( $r = 0,725^{**}$ ;  $p < 0,01$ ).

Having analysed the results of the correlation connection we revealed that the high level of self-esteem may be interconnected with the high level of anxiety. This may be conditioned with the fact that people with high self-esteem behave confidently and it can bring them recognition and admiration, but this behaviour can lead to a rejection from others, up to the rejection by peers. Also, the positive self-esteem does not always coincide with the assessment of the environment, which is very important for working in the group.

Thus, the high self-esteem can obstruct an adolescent from integrating into a group of peers, which in turn can negatively affect the individuality of an adolescent thereby causing anxiety, since communication with peers, the desire to become the part of a group is very important at this age stage.

## Conclusions

As a result of the study of features of self-esteem and anxiety in adolescence by the method on determining the level of self-esteem after Dembo-Rubinstein the high level of aspirations and the average level of self-esteem prevail among the students.

By the method on determining the level of self-esteem after G. Kazantseva the average level of self-esteem prevailed in students, which indicated an adequate self-esteem.

By the method on determining the level of self-esteem after S. Budassi the average level prevailed, which indicated an adequate self-esteem.

By the anxiety scale after J. Taylor the average level of anxiety prevailed in students.

By the anxiety scale after A. Pryhozhan the average level of anxiety prevailed in students.

By the social-situational anxiety scale after O. Kondash the average level prevailed, which indicated a norm.

To find out the differences in the displays of anxiety and self-esteem between male and female representatives, calculations were performed by Student's T-criterion. Having calculated the Student's T-criterion of inter-gender differences, we obtained the indicator at the significance level  $P > 0.05$ , which means that there were no significant differences between male and female groups.

To establish the relation between self-esteem and anxiety indicators, a correlation analysis of the research results was conducted. As a result of it, we found that the high level of self-esteem may be interconnected with the high level of anxiety.

Taking into account of these results, we conclude that: – the high level of self-esteem can obstruct an adolescent from integrating into a group of peers, because the positive self-esteem does not always coincide with the esteem of the environment; – adolescents with the high level of self-esteem can behave too confidently, demanding recognition and admiration from a group, however such behaviour can lead to a rejection by others, up to the rejection by peers. In turn, it can cause anxiety, because the recognition of a group of peers and communication take an important place in the life of an adolescent.

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## INTELLIGENCE AND OPERATIONAL ACTIVITIES OF THE SECURITY SERVICE OF THE UKRAINIAN NATIONALISTS' ORGANIZATION: HISTORICAL AND LEGAL ASPECT



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**Abstract. Objective.** The objective of the publication is to determine the historical and legal aspects of the research organization and operational activities of the Security Service of the Ukrainian Nationalists' Organization as a public authority with special powers, which, even in the absence of national statehood, carried out effective activities and opposed the Soviet and Nazi intelligence agencies of the time. **Methodology.** The methodology involves a complex analysis and generalization of the theoretical and initial material and the further formulation of corresponding conclusions and recommendations. For the research objectivity, a complex of general scientific, special and legal, special and historical and philosophical methods of scientific knowledge, the principles of objectivity, systematicity and comprehensiveness were used. **Results.** It was established that the OUN Security Service was formed in February 1939 and for the next years it was organizationally issued as the separate executive body possessing numerous functions and powers. The main functions were intelligence and operative which were intended to resist to the Soviet, German and Polish intelligence agencies and also to fight against the «melnykivtsi» and other Ukrainian political movements that were antagonistic to the OUN. Intelligence activities were accurately structured and were guided by the NKVD Soviet bodies in their organizational structure. Operational activity also included preparation and conducting interrogations and the execution of the relevant documentation. **Scientific novelty.** The article describes the experience of conducting intelligence and operational work of the SB OUN which emerged before World War II, managed to resist to the German, Soviet and Polish special services effectively, and became an example of the effective model of the safety power body organization the experience of which can be used today.

**Practical importance.** The results of the research can be used in further historical and legal and philosophical and legal researches and the preparation of special courses.

**Keywords:** *Ukrainian Nationalists' organization, security service, national movement, nationalism, statehood, national state, operational activity, intelligence activities.*

## Introduction

**The Problem Formulation.** The Ukrainian tradition of state formation is extremely interesting, ambiguous and poorly researched. Even in the 20th century, many «dark spots» have formed the distorted idea of the past and have a powerful ideological impact on the present. The events of the World War II times and the activity of the Ukrainian Nationalists' Organization which adhered to the frank and radical nationalist views are of particular interest and had the only purpose – the revival of the independent Ukrainian state. It was difficult to implement it in view of several reasons. First, after World War I, Ukrainian lands were included in the structure of the USSR, Poland, Romania and Czechoslovakia. Secondly, the government of each of these countries, except for Czechoslovakia, pursued chauvinistic policy toward the Ukrainians which characteristic feature was terror and repressions. Thirdly, Ukrainians, first of all representatives of political emigration, did not pursue active international policy of the national statehood directed to the revival or providing the Ukrainian nation with political self-determination. On the other hand, in 1939 objective and subjective factors of the national state revival were formed. The Germany's frank expansion policy was objective and did not deny the possibility of creating a separate Ukrainian state during the negotiations with the OUN representatives. Following Germany's invasion of the USSR in June 1941, it was the easiest way to realize these promises. The subjective factors were - an internal split in the OUN environment into a conservative, pro-German current of «melnykivtsi» and a radical, state one «banderivtsi». For the last ones the struggle for the Ukrainian statehood restoration was crucial even providing the opposition with Germans, Bolsheviks and the Polish nationalist underground.

In these circumstances, the establishment of SB OUN in February 1939 was justified, and after declaration on June 30, 1941 of the Act of the Ukrainian statehood restoration and the implementation of the idea of the Ukrainian Independent Cathedral State, usual safe body turned into the effective institute of executive power, uniting intelligence, counterintelligence, organizational, operational, ideological and judicial functions.

**The analysis of the latest researches and publications.** The problem of the SB OUN activity is new to Ukrainian historical and legal science. There are several reasons for this. First, the Soviet scientific opinion took the OUN as the collaborators, and the Ukrainians' right to the national state, as well as the concepts «Ukrainians» and «Ukrainian nation» were denied a priori. Secondly, for the years of independence, the Ukrainians' liberation movement before, during and after World War II, gained political coloration that interfered with objective studying of the problem. Thirdly, it was noticed that there was a lack of sources, which were referred to the category of confidential in the Soviet period. The SBU promulgation of a number of archival funds has allowed scientists to investigate the nationalist underground on the basis of a thorough empirical base. A positive exception to this is Ukrainian historians' research whose were the only source of the realization of the Ukrainian state formation processes of the

middle of the 20th century until recently. However, they are rich in facts and analytical conclusions of the publication, they do not reveal the specifics of the OUN legal status, the functions and legal field of SB OUN activity, etc. Such situation causes scientific relevance of our research.

The publications of such scientists as Y. Antonyuk, G. Bystrukhin, D. Vedeneyev, S. Grabovsky, O. Ishchuk, V. Ilnitsky, I. Kachanovsky, V. Ogorodnik, Y. Yurchuk, etc. became a methodological basis of the research.

**The problem definition.** The purpose of the publication is to identify the historical and legal aspects of the organization of the Security Service intelligence and operational activities of the Ukrainian Nationalists' Organization as a state body with special powers which even in the absence of national statehood carried out effective work and

resisted to the Soviet and Nazi intelligence agencies of the time.

**The statement of the main research material.** Among contemporary researchers of the Ukrainian national liberation movement of the middle of the 20th century, and in particular the OUN, there is no unambiguous approach to the date defining the establishment of the OUN Security Service (further – SB OUN). We are inclined to hold the S. Grabovsky opinion that institutional registration of SB OUN took place in February 1939 (Grabovsky, S., [www.RadioSvoboda.org](http://www.RadioSvoboda.org)), and the guide of UVO-OUN Konovalets' murder committed by NKVD agent P. Sudoplatov (*Materials and Documents of the OUN...*, (2003), p. 46) was a reason for creation of the similar safety organization. It was for sure that the executive authority was not full-fledged and independent, but it satisfied solutions of a number of reasons that led to its establishment, in particular:

- the implementation of counterintelligence activities against the Soviet and Polish intelligence agencies, and after 1941 against the German ones;

- the protection of the nationalist movement leaders (hereinafter referred to the part of the OUN which was guided by S. Bandera and adhered to his political and legal views) against possible terrorist attacks, arrests, etc. The SB OUN separate division which was engaged in Bandera's personal protection was created for this purpose. It consisted of several dozen of people who had prevented 5 attempts on the Ukrainian nationalist underground leader's life for 15 years (Antonyuk, Y. (2018), p. 109);

- opposition to the Soviet totalitarian system, which since September 1939 launched a policy of Sovietization in western Ukraine with its inherent terror, deportation and murder of Ukrainians.

Since the end of September, 1939 the Soviet authorities began open fight against the Ukrainian, Polish, Jewish political movements and also political parties and forces that did not support the Bolshevik ideology. V. Ilnitsky, having processed archival funds, proved that retaliatory sentences and cases against supporters of national movements and opponents of the Soviet power were group and carried out

against several hundred people at the same time (Ilnitskyi, V. (2018), pp. 4-17).

For the OUN, there was also a practical need for its own security body, as also internal opposition between Melnik and Bandera's supporters escalated. The last ones adhered to radical methods of fight for the national state and were guided by military fight, and therefore intelligence and counterintelligence institutions had to be key. The split in the Ukrainian national lead that in O. Ishuk and V. Ogorodnik's opinion was a key factor of the OUN(b)'s own Security Service formation where «professional workers of special structures of the former unified OUN who were called «seven» went over» (Ishchuk, O., Ogorodnik, V. (2010), p. 4). The leaders of «seven» M. Lebed and M. Arsenych undertook the organization of SB OUN work, and later headed it.

In 1940, SB OUN formed into the separate speechwriting office of nationalist movement that gave the chance to carry out vigorous activity in many directions. For a short time safe and counterrevolutionary body turned into the full-fledged ministry (since June, 1941 it was issued from the legal point of view by the inclusion of SB OUN to the government, so-called Ukrainian Government, as the separate ministry).

By studying the published and unpublished materials, the Ukrainian and foreign scientists' researches, it is possible to distinguish several main directions and functions of the SB OUN which were naturally transformed under the influence of various factors, first of all the fight against Nazi and Soviet intelligence agencies. In our opinion, the main functions of the SB OUN which it carried out constantly were:

- organizational;
- secure;
- operative (operative and intelligence);
- intelligence;
- counterintelligence;
- judicial;
- police;
- military;
- ideological and educational.

In practice they were often intertwined, that was caused by wartime conditions as well as the search by the OUN management of effective means and models of internal order organization and protection against external influences. From the legal point of view, the SB OUN combined law-enforcement, judicial,

military and information powers, and adjustment of wide network of agencies demonstrated the efficiency of such an approach. At the same time, it should be emphasized that after 1941, the experience of the Soviet intelligence agencies' work, in particular to the NKVS, was based on the organizational structure and, accordingly, on the functional orientation of the SB OUN.

In our opinion, the operational and intelligence functions are the most interesting ones in terms of studying the historical and legal content of the SB OUN work. First, the operational function was the main one and provided the effective functioning of this body until the early 1960s, that is, until the last days of the confrontation with the Bolshevik regime. Secondly, intelligence activities enabled to take preventive measures in the fight both with internal and external enemies. Thirdly, operational and intelligence activities became pledge to the nationalist underground functioning in the absence of the national state and the armed opposition with three opponents - the German and Red armies and with the Polish national underground.

**Intelligence function.** The implementation of intelligence activities by the SB OUN was its fundamental task and was proved from the ideological point of view. In 1944, one of the reviewers of the SB OUN by nickname Arkas wrote in an instruction to ordinary staff members of the service that every conscious Ukrainian should be an intelligence agent (*Vedeneyev, D. V., Bystrukhin, G. S. (2006).*, p. 192). These words are justified also from the practical point of view as the nationalist underground acted in the conditions of occupation of the Ukrainian lands and constant armed struggle. Actually, patriotism became one of the major factors in the selection of SB OUN staff and agents. Primarily women organized the wide intelligence network, which was formed on places, as most of men were a part of the fighting force.

Collecting data on the relocation of enemy military units, the facts of locals' possible cooperation with occupational forces and also an agency of NKVS (*Vedeneyev, D. V., Bystrukhin, G. S. (2006).*, p. 193) were the intelligence agents' main objectives. It was interesting to build a system of communication between intelligence agents, which in the absence of any technical means

relied on people and so-called «shronas». The Ukrainian researchers distinguish two types of the intelligence communication – «alive» and «dead» (*Vedeneyev, D. V., Bystrukhin, G. S. (2006).*, p. 193). The first one was carried out by couriers (women and men), and the second one – the information remained in secret places and persons who transmitted it did not meet and were not familiar. Such an approach allowed to avoid the possible victims and provocations. The available data on the intelligence activities of SB OUN organization allow creating the scheme of the structure and mechanism of information transfer obtained by intelligence agents, which included:

- 1) intelligence agents of the certain settlement or object;
- 2) the commandant of the settlement intelligence;
- 3) district and subdistrict referent;
- 4) intelligence headquarters.

The first two links reported to the district referent daily, and he prepared summary information to the headquarters on the 5th, on the 15th and on the 25th each month.

The efficiency of information transfer and also the avoidance of informants' personal contact were the keys to intelligence activities success. The informants and intelligence agents themselves were subjected to high requirements, which were registered in numerous instructions and orders. Respect for the ideas of the OUN and patriotism were the main of them. Besides I.Q., memories level and a moral and psychological state were estimated (*Vedeneyev, D. V., Bystrukhin, G. S. (2006).*, p. 194). It was natural as the obtained information should have been analysed, remembered in details and transmitted in the most precise way. The special contract was signed with the person who was accepted in ranks of intelligence agents. That is intelligence activities was based on a clear legal basis.

The contract signing with the intelligence agent was also caused by a wide range of work which assigned to the informant. The analysis of the available resources suggests that the main focus was placed on the Soviet power – the relocation of the regular army, guerrilla formations, the work of the NKVS bodies, local administration, the control of migrants from the eastern regions, who came to the West in the fall of 1939. Great attention was also paid to the relocation of German troops and the work of the occupational local

authorities. The separate block of intelligence work was the struggle against the Polish nationalist underground, «melnikovtsi» and other patriotic and political movements, acting in the territory of Western Ukraine. Much attention was paid to the monitoring of the population's mood, their support and the relation to the OUN, the position of religious communities, factory and plants' workers. The moral and psychological state of underground members was studied (Vedeneyev, D. V., Bystrukhin, G. S. (2006)., p. 195). The only thing that did not manage to be realized for all the time of SB OUN existence – to include the agent in the ranks of the Soviet NKVS. There was a lack of experience and time to train the staff. Instead, a large network of agents among the ordinary list of Red Army men, guerrillas, and even militiamen was formed. It managed to be reached thanks to the fact that many of the soldiers and guerrillas became militiamen after the war, had relatives among the OUN members, and held nationalistic views. The practice of the intelligence network organizing in the ranks of the Soviet paramilitary bodies was the most successful (Antonyuk, Y. M. (2013), p. 84).

As of 1944, the SB OUN succeeded in forming an effective secret service network that provided the nationalist underground with valuable information. The quality of an organized intelligence network can be evidenced by the words of the memorandum from the Commissar of Internal Affairs of the USSR, which referred to the Ukrainian nationalists' numerous underground network among the civilians of the western regions of the USSR, and the the OUN itself was defined as the primary enemy of the Soviet power (Vedeneyev, D. V., Bystrukhin, G. S. (2006)., p. 196). The fact that the SB OUN trained the operatives also for the opposition to Bolsheviks was the reason for this and thoroughly taught them the models of the NKVD work. Thus, in October 1944 «The instruction for the SB OUN about the structure and methods of the Soviet intelligence agencies' work and the fight against them» was published. The detailed information on the new body of NKGB structure created in 1941, so-called «political police» which work was directed to the opposition with the OUN was given in it. (*Materials and Documents of the OUN...*, (2003), p. 183-192).

Active intelligence activities led to the formation of its own system of the operational

activity, which relied on the results of the collected information. The well-established work on the formation of card file and written reports on the results of investigation allows modern researchers to understand the specifics and the directions of the SB OUN work, its practical progress and the possibilities of applying its experience today.

The scale on operational work maturity is confirmed by the scheme of the field investigator's report organization for half a month of work. The obligatory paragraphs of such a report were: «Organizational affairs»; «The Bolshevik Case»; «The German Case»; «The Polish Case»; «Ukrainian business»; «National Case» (Vedeneyev, D. V., Bystrukhin, G. S. (2006)., p. 199). Thus, the provided offers accurately corresponded to the directions of intelligence activities of SB OUN.

According to the results of the operational activity, the regional referents prepared the final reports, which provided information on the completed operational work volume, the number of persons detained and questioned. The submission of information on Soviet NKVS-NKDB bodies' work methods was a part of such a report. Thus, in the SB Kolomyia sub-district OUN leader V. Melnichuk «Ostap»'s report of October 5, 1948 it was mentioned that the attention of the NKVS bodies to the areas of OUN fighters' concentration, as well as the information obtained from the local resident M. Dranchuk about the arrival of the new operative group in the district of Kolomyia (*Litopys UPA. Tom 26.* (2016), p. 127) was provided. Accordingly, it was recommended that maximum security measures should have been taken and the nationalist underground soldiers who were hiding in the forests or villages around Kolomyia should have worn masks.

All collected information was subject to systematization compliance with the established standards. It was accepted to distinguish:

- 1) data on the opponent's agents;
- 2) suspected of the relations with NKVS;
- 3) personnel of the NKVS bodies and troops;
- 4) representatives of the bodies of the Soviet power, the Communist Party, the Komsomol, national education, cooperation;
- 5) the former intelligence agents of SB OUN who were revealed or compromised with

NKVS (*Vedeneyev, D. V., Bystrukhin, G. S. (2006).*, p. 200-201).

Besides, each of these groups of intelligence data had subgroups. Subgroups are interesting from a scientific point of view. So D. Vedeneyev and G. Bystrukhin identified 9 separate subgroups in which data about the following were stored:

- 1) the persons who confessed to cooperating with enemies, or the fact of cooperation was established by investigation;
- 2) the persons who escaped from prisons or pre-trial detention centers;
- 3) the persons who were under investigation and were released;
- 4) the repatriates who came back from Germany;
- 5) the persons who voluntarily admitted the fact of cooperation with the enemy;
- 6) the persons suspected of having fictitious documents;
- 7) the persons who worked in the authorities and the police until 1941;
- 8) the specialists who arrived from the eastern regions of Ukraine;
- 9) militiamen, fighters of destructive battalions, activists, handicraftsmen workers (*Vedeneyev, D. V., Bystrukhin, G. S. (2006).*, p. 201).

Such an approach was caused by need of rapid response on possible the anti-Ukrainian activity of the Soviet and German intelligence agencies that allowed to take preventive measures in case of identification of the facts

of cooperation with the opponent. Such quick was activity exemplary for the 20th century and even presently, in the conditions of digital technologies, it is striking in its coherence.

Considering such system approach to the organization of the operational activity, great attention was also paid to the investigators' and interrogating officers' training. In one of the instructions for SB OUN staff, it was noted that the investigator has to be able to organize interrogation correctly and according to the investigation interests (*Materials and Documents of the OUN...*, (2003), p. 182). This document is also interesting because the eyewitness' and the interrogating officer's rights and duties were clearly defined in it.

The main positive of the SB OUN research is overcoming the negative stereotype about this organization and its activity in the majority of modern Ukrainians. Scientists themselves face the choice choice between two paradigms – the restoration of the past and the reconciliation with the past (*Yurchuk, Y.*, p. 130). Unfortunately, the choice of the correct paradigm took place only after 2014 – Russia's military aggression against Ukraine and the ideological motive of fight against so-called «Banderivtsi». It led to the formulation of one more ideological choice – the OUN is national heroes or terrorists (*Katchanovski, I. (2015), p. 218).*

## Conclusions

Thus, the analysis of the intelligence and operational functions of the SB OUN revealed that:

- the set of objective and subjective factors which led to the creation of the SB OUN caused the dominance of the intelligence and operational function of this security body, which was an independent executive body from the legal point of view;
- intelligence activities of the the SB OUN were directed to the opposition to the Soviet, German and Polish intelligence agencies, as well as to the fight against other political movements which were antagonistic to the nationalist underground;
- the main focus in the intelligence activities was on opposition to the Soviet Law Enforcement Agencies of the People's Commissariat for Internal Affairs-NKGB, from which the organizational structure and the principles of the operational activity were borrowed;
- operational activity included the existence of an accurate system of conducting interrogation and investigative actions with persons who cooperated with enemy intelligence agencies. The structured system of the accounting of the carried-out activity was the significant experience of the operational work.

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## Independent Analytical Center for Geopolitical Studies “BORYSFEN INTEL”



Is engaged in information, analytical and consultative work, the goal of which is geopolitical research, analysis, evaluation and forecast of the situation in the world as a whole, in Europe as well as around Ukraine.

The Center was created at the initiative of former servicemen of the armed forces and special services of Ukraine. The Center conducts scientific and geopolitical exploratory researches in the context of development and strengthening of the Ukrainian geopolitical school and national security.

The center is a public organization. Its founder and leader is Doctor of Military Sciences, Honored Lawyer of Ukraine, Lieutenant General of the reserve Victor Hvozd. At one time he headed the Main Intelligence Directorate of the Ministry of Defense of Ukraine (2008–2010) and the Foreign Intelligence Service of Ukraine (2014–2016).

In its work the Center adheres to the principles of being non-political, non-party and is not involved in the sphere of interests of financial and oligarchic groups. To date, the Center has been operating without state and grant funding.

The Center plans to expand its activities by analyzing and forecasting the development of the situation in the Ukrainian society and determining the priorities of its formation and development, taking into consideration Ukraine's geopolitical prospects in Europe and in the world.

Based on its own original researches, detailed analysis and evaluation of problematic issues, the general and specific political, military, economic (including military-economical, military-technical, and energy) situation, issues of national (information) security, the Center provides information, analytical and forecasting materials to entities and persons to resolve their problems and challenges.

Analytical materials are prepared by the Center's own experts — former servicemen of the Armed Forces, former diplomats and representatives of special services of Ukraine, known political scientists, economists and lawyers. All our experts have academic degrees and ranks, years of experience in highest bodies of state power and in known government and independent analytical structures. We also work closely with Ukrainian and foreign experts from international organizations, governmental and non-governmental structures.

The Center's information and analytic product is, in the first place, for government officials and non-governmental organizations in Ukraine and abroad, who prepare and make decisions in the wide circle of geopolitical and security theme.

The information of the Center can also be useful for researchers, teachers, students and post-graduates community, people seeking to thoroughly examine the trends and methodology of the processes occurring in the world, in Europe as well as in Ukraine and also to understand the modern Ukraine's role and place in them.

The Center's product can be useful for a wide range of potential investors and businessmen to get acquainted with the real situation both, in Ukraine and around it, as well as everyone who studies geopolitics, geo-strategy, political science, political geography, foreign relations and international law, national security, challenges of our time and who wants to use an objective analytical information on these issues.

The Center is ready to cooperate with all interested state and non-governmental organizations, foundations, legal entities and individuals, both in Ukraine and abroad.

For reference: The printed edition of the Independent Analytical Center for Geopolitical Studies “BORYSFEN INTEL” — Geopolitical Analytics Journal “BINTEL”. The journal publishes analytical materials from leading experts in their field of research. The authors of the publications are both, analysts — citizens of Ukraine, and representatives of other countries. It is published quarterly in Ukrainian and English. Is distributed by subscription in Ukraine and through the Internet.



National University of Water  
and Environmental  
Engineering

National University of Water and Environmental Engineering (NUWEE) is one of the best technical Universities of Ukraine. For more than 100 years our University creates thriving environment for students and researchers, and provides professional engineering expertise and services to the Government and private companies.

Today the University is one of the prominent modern educational establishments of Ukraine that became Alma mater for more than 70,000 domestic and international alumni. Our advances in water management engineering, advanced water treatment and environmental technologies, latest information technologies, economics and business made the National University a truly unique place for students to excel in technical disciplines as well as in business. Our graduates work in a variety of industries both in Ukraine and abroad.

NUWEE is the only higher education establishment in Ukraine that trains personnel for the water management and ameliorative complex of our state.

The nine Institutes of the University are guided by 374 Philosophy Doctors, 72 Habilitated Doctors - Professors, 45 Academics of the Academy of Sciences of Ukraine.

The University has extensive international relations with higher education institutions and international organizations of Poland, Germany, France, the USA, Georgia, the Republic of Azerbaijan, Turkmenistan, Kingdom of Morocco, China, Republic of Ecuador, Comoros and many other countries all over the world.

The University is the largest higher education establishment in Rivne region and the leading HEE of Ukraine; it consists of 9 institutes, 5 training and consulting centres, 5 colleges. The University offers full-time and part-time studies, distance learning studies in 39 bachelor degree programs and 41 master degree programs. University also provide 24 PhD and 7 Doctoral studies. The main institutes and specialties are listed below:

### **RESEARCH AND EDUCATIONAL INSTITUTES**

#### **WATER MANAGEMENT AND ENVIRONMENTAL ENGINEERING**

- Building (Hydraulic Engineering Construction)
- Hydropower Engineering
- Water Engineering (Water Resources)
- Heat Power Engineering

#### **AUTOMATICS, CYBERNETICS**

- Automation and Computer Integrated Technologies
- Applied Mathematics
- Informatics. Computer Science
- Computer Engineering

#### **AGROECOLOGY AND LAND MANAGEMENT**

- Agronomics
- Water Bioresources and Aquaculture
- Geodesy, Cartography and Land Management
- Ecology, Environment Protection and Balanced Natural Resources Application

#### **LAW**

- Law

#### **ECONOMICS AND MANAGEMENT**

- Entrepreneurship, Trade and Stock-Taking Activities. Economics of Enterprise.
- Management
- Accounting and Auditing
- Human Resource Management and Labor Economics
- Finance, Credit and Banking Affairs
- International Economics

- Marketing

#### **BUILDING AND ARCHITECTURE**

- Architecture
- Construction.
- Civil Engineering.

#### **MECHANICS**

- Automobile Transport
- Mining
- Mechanical Engineering
- Transportation Technology Means

#### **HEALTH AND CARE SCIENCES**

- Physical Rehabilitation

The main research directions of the University:

- technologies of water treatment, drainage and wastewater treatment, sludge disposal
- energy efficient and resource saving technologies in water management and agriculture
- construction objects, building materials
- architectural forms, design environment
- sustainable development solutions, system modeling
- social, economic and environmental studies on rational nature management
- methods for assessing and forecasting the impact of man-made pollution on the environment
- problems of economic assessment of natural resources and environmental quality.

The University has extensive international relations with more than 100 higher education institutions and international organizations of 25 countries, namely of Poland, Germany, France, the USA, Georgia, the Republic of Azerbaijan, Turkmenistan, Kingdom of Morocco, Republic of Ecuador and many other countries all over the world. So, our students are active in exchange programmes with university-partners. NUWEE has also concluded agreements on joint bachelor's and master's degree programs with six Polish Universities and our students have the possibility to obtain two diplomas during their studying, of Ukrainian standard and European standard. In the University there was implemented the first in Ukraine exchange traineeship programme with the University of the Kingdom of Morocco.

NUWEE is among 20 of best Universities of Ukraine according to the ranking "Top-200 Ukraine" of the international social and political journal "Mirror of the Week". The University was awarded the Order of Friendship of Peoples, is listed in the "Golden Book of Business Elite of Ukraine", and is a multiple winner of ratings "Golden Fortune", "Best Enterprises of Ukraine" in the category "Higher education" and in the field of water management.





## ABOUT US

Our institution is a nationally renowned, listed in Europe and Asia like an Institute of Music. The university is located, one of Europe's largest cultural capitals with charm, Kodály and Bartók's home in Budapest. Our institution is one of the largest educational institutions in the capital with the cultural attractiveness of the capital. The college of Vienna's renowned music school for a branch that connects the capital of Budapest' music education and cultural life from 2010.



## ABOUT THE INSTITUTE

The Vienna Konservatorium Budapest has been established between Vienna and Budapest, with a headquarter in Vienna and a department in Budapest, with excellent and good facilities. Our mother institution is a highly respected, world-leading educational center where musicians of the future can continue their studies in Classical - Jazz / -Pop-rock classes. This outstanding training is provided by the Vienna Konservatorium in Budapest.

The Vienna Konservatorium puts a lot of emphasis on all kinds of music-loving music teachers. We educate individuals who can later, in music and pedagogy, be convinced of the power of social transformation of music.

Our institute offers instrumental and vocal training, on teacher and artist courses. Our lecturers

and professors are composed of the most prominent Hungarian artists and teachers. The Vienna Konservatorium organizes high-quality education and artists at a number of complementary professional events. (f.e.: - masterclasses, professional days, national and international



meetings, competitions). The Institute is focusing heavily on next to the cross-border cultural cooperation on the students and the institution international presence. In addition to the exchange of information, we consider it important to develop the consciousness of the cultural life of the two countries and to strengthen the cross-connections between the centuries - Austria and Hungary - between two twin cities between Vienna and Budapest. In addition to performances requiring individual preparation, the operation of chamber music groups is a top priority (choir, symphonic orchestra, wind band). These chamber clubs and large ensembles offer a chance to play together and concerts.



## INTERNATIONAL PROJECTS

The philosophy of our institution is cross-border artistic and pedagogical activity. The Vienna Konservatorium Budapest serves the benefit of the Hungarian and international community in educational and cultural. The Vienna Konservatorium Budapest consciously builds its international partnership system and thus supports, encourages and cares for musical talents.

The Vienna Konservatorium Budapest plays an important role in linking East and West music, representing the Pannon region in social development. Protects the pattern of Hungarian music education, maintains close links with domestic and foreign musical institutions and ensembles.

The Vienna Konservatorium Budapest is proud of the presence of many nations among its students. In addition to cross-border cultural cooperation, the institution places particular emphasis on the international presence of the student and the institution as a whole. The international recognition of the University indicates that at present, forty-four-nation students are learning their system.



## OUR COURSES

In accordance with the pedagogical and professional requirements of teacher training in Europe, the Vienna Konservatorium Budapest has the traditional music school and vocational secondary school connections that can be a successful teacher training. Our art teachers - as a soloist or as members of renowned Hungarian orchestras - are prominent players of domestic and international concerts.

The students of the University are accredited in renowned music schools in Budapest and Vienna. The lessons are organized in individual or small groups, and almost all masterclasses are also in place. Our courses are in Hungarian and English. **Special Young Talents can apply to the Special School for Young Talents from twelve years of age.**

**During the training cycle several nation diplomas can be obtained at the Vienna Konservatorium Budapest, with locations in Budapest and Vienna. The duration of the training cycle is 4 + 2 years, at the end of which we will issue an Austrian double degree, both in teacher and artist. The Austrian diploma awarded in Hungary is recognized and authenticated without any restrictions, so the student - who is a state-recognized Austrian diploma in our Institute - has the opportunity to obtain a master's degree in Hungarian.**

This is a single possibility that is not in another institution. In addition to the excellent education and teaching staff, our institute has the great attraction of issuing diplomas for several countries. Within our institutional system, students can study abroad. After a period spent abroad,

you will be able to obtain a degree from another nation based on the University's international cooperation relationships.



## SPECIAL SCHOOL FOR TALENTS

The Vienna Konservatorium Budapest has been focusing on the talents for a long time. Discovery of talent begins in high school. The students in the secondary school, with a little shudder, can join the Konservatorium's talent-management programs. The University focuses on the training of future „talent-holders”, so in this field, teacher training places great importance on the education of talent education.

The Vienna Konservatorium is a central, prominent role in teacher training in Budapest, and special attention is paid to the versatile professional-pedagogical training of future students of talent management. This, of course, involves the selection and care of talented teacher students, but this is more important because they have to be prepared for the recognition, support, and care of talents.

From 2016, the Vienna Konservatorium of Budapest launched a preparatory section for top talent from abroad, which allows students of other nationalities to become acquainted with the excellent pedagogical methods of well-known Hungarian art teachers.

International experience shows that in our Institution the foundation of teaching skills, professional engagement, the development of teaching talent, the acquisition of otherwise inaccessible domestic and international relationships and experiences, is an extraordinary opportunity. The institution's talent-management concept would be unworkable without the commitment of academics teacher who are committed to their work.



# VIENNA KONSERVATORIUM BUDAPEST

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 **MOLDA**

 **PENZIÓN  
TERMÁL**

# Międzynarodowa Konferencja Naukowa „1919-2019 – BEZPIECZEŃSTWO NA TERENACH POLSKI POŁUDNIOWO-WSCHODNIEJ”



# NGO “Green Initiatives Rivne”



## General information

Non-governmental organization (hereinafter - the Organization) is a voluntary social formation, based on the decision of the founders of the Law of Ukraine "On public associations" and bases its activities on the principles of voluntariness, legitimacy, governance, transparency, equality of Members.

The purpose of the activity is the implementation of ideas and projects of economy ecologization and the implementation of European state vector. The main objectives of the Organization are:

- information support, development, distribution and promotion of the ideas and projects of public, private and other institutions and organizations aimed at introducing the environmental technologies and organic farming; ecologization production and sale of European integration vector of the country;
- assistance in providing and getting the legal, information and other help to institutions, organizations, farmers and private landowners, whose activities help to solve the existing problems in Ukraine of rational land use, growing the ecological and organic agricultural products and forming the ecological culture in society and consumption outlook;
- comprehensive assistance to educational, health, social organizations, agricultural associations and farmers who are engaged or wish to be engaged in ecological and organic farming and processing the products; reclamation of eroded lands; tourism; organization of gardening and berry growing; landscape design; organic aquaculture; collection and cultivation of wild plants; beekeeping; introduction of modern highly ecological cultivation facilities;
- consultancy, development of grant proposals and advisory services in various sectors of economy with ecologization of its development;
- development and implementation of programs and projects in the field of various types of biomass, alternative energy sources, implementation of cleaner technologies to achieving the social, environmental and economic effects;
- organization of permanent courses, seminars and other educational forms of creating the regional center of ecological and organic farming, growing and processing the raw materials and products, resource and energy efficiency;
- assistance in implementation of patents and copyright certificates in the field of energy saving, highly efficient, environmentally friendly land use technologies, processing, labeling and promoting the products; restoration of land and other natural resources; environmental technology in various sectors of the economy;
- initiating and supporting the scientific, environmental, social, spiritual and other modern studies of human interaction with the environment;
- promoting the development of projects of natural reserves and proposals on the development of environmental affairs;
- promoting the market research, labeling, manufacturing, distribution standardization, certification and use of ecological and organic products consumption to achieve the social impact;
- preparation and publication of materials, articles, books, dedicated to the development of ecological and organic farming, the production of environmentally friendly products, and other economic, environmental and social problems.

# Obec Podhájska



sa nachádza na južných výbežkoch Pohronskej pahorkatiny v nadmorskej výške 170 metrov nad morom. Najvyššia nadmorská výška je 288 m n.m a najnižšia je 161 m n.m. Patrí do Novozámockého okresu a do Nitrianskeho kraja. Leží na železničnej trati medzi Levicami a Šuranmi. Susedí s obcami Trávnica, Radava, Pozba, Veľké Lovce.

Oblíbené termálne kúpalisko v Podhájskej, poskytuje návštevníkom možnosť oddychu a rekreácie tak v letnom ako i v zimnom období.



Je malým slovenským morom, ktoré Vám poskytuje svoje služby a možnosť rekreácie počas celého roka. **Termálna voda**, pri ústi vrtu s teplotou 83 °C, je slaná a pôsobí priam zázračne na ochorenia: reumatizmus, dna, bolesti chrbtice, kĺbové ochorenia, cievne ochorenia, ekzémové ochorenia, prieduškové ochorenia a ochorenia dýchacích ciest. Obsahuje sírany, lítium, jodidy, bromidy, zlúčeniny vápnika. Blahodarne pôsobí aj na doliečenie zlomenín, zmierňuje bolesti a stimuluje štítnu žľazu.

Návštevníkov kúpaliska tvoria nielen Slováci, ale aj turisti z Čiech, Poľska, Maďarska, Rakúska a iných krajín.



V **letnej sezóne**, ktorá začína prevažne od mája a končí niekedy až v októbri, je v areáli kúpaliska pre návštevníkov k dispozícii **10 bazénov** s teplotou vody 18 °C až 40 °C, kde patria plavecké bazény, dva veľké bazény, jeden sedací bazén, jeden detský bazén a toboganový bazén. V sedacích bazénoch je teplota vody 33 °C, v zime minimálne 36 °C. Rekrečná zóna termálneho kúpaliska poskytuje oddych a relaxáciu návštevníkom na ploche 12 hektárov, kde sa okrem bazénov nachádza aj **športový areál** (volejbalové ihrisko, plážový volejbal a pod.), prírodné oddychové miesta s bujnou vegetáciou na slnenie, športoviská, výtvary sochárov, ktoré sa realizovali priamo v areáli kúpaliska za mimoriadneho záujmu rekreatov z domova i zo zahraničia. V areáli kúpaliska sú poskytované i ďalšie služby ako sú masáže, elektroliečba, požičiavanie slnečníkov a lehátok.

Novinkou posledných rokov je novovybudované **Wellness centrum Aquamarins** komplexnou ponukou služieb, kde môžete relaxovať pri rôznych procedúrach. Dostatok teplej termálnej vody si užijete v **Bazénoch sveta** vo vnútorných a vonkajších bazénoch. Nechýba tu relaxačný bazén, vírivý bazén, detský, ale ani turecký bazén. **Vitálny svet** zahŕňa komplex sáun, v ktorom si môžete vyskúšať fínsku saunu, bylinkovú saunu, bio saunu či soľnú inhaláciu. Ďalej vo vitálnom svet nájdete tepidárium, morský kúpeľ, ľadopád, ochladzovací kúpeľ ale aj vodné peklo.



**Penzión TERMÁL** sa nachádza v katastri obce **Podhájska**, ktorá sa dostáva do povedomia našich a zahraničných turistov vďaka geotermálnemu prameňu silne mineralizovanej vody v hĺbke 1900 m ( voda má pri ústí teplotu 80° C a výdatnosť 50 litrov za sekundu ), okolo ktorého sa na 12 ha rozprestiera areál termálneho kúpaliska. Voda z geotermálneho prameňa má blahodárne účinky na celý organizmus. Podrobné štúdie preukázali, že má hlbšie a trvalejšie regeneračné efekty ako voda z Mŕtveho mora. Účinky tejto termálnej vody využíva k regenerácii celá rada športovcov z rôznych športových odvetví, a preto Vás do mikroregiónu TERMÁL pozývame.

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