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SOCIAL RESPONSIBILITY AS A FACTOR IN ENSURING THE ECONOMIC STABILITY OF ENTERPRISES

Purpose. To investigate the impact of corporate social responsibility (CSR) on ensuring the economic stability of enterprises, to substantiate changes in CSR directions in conditions of war and economic crisis. To establish what new priority CSR directions have appeared; to identify the nature of the change in CSR priorities; to point out the current CSR directions in the specified conditions; to establish what new CSR properties should be acquired to ensure its proper effectiveness.

Methodology. The method of critical analysis is used to study the impact of CSR on ensuring the economic sustainability of enterprises. The method of analysis and synthesis – to substantiate the change in CSR directions in conditions of war, to identify the nature of changes in CSR priorities, current CSR directions, and to establish what new properties CSR should acquire to ensure its proper effectiveness. The method of logical analysis is to reveal significant rates of change in CSR priorities and uneven trends in increasing participation of enterprises in CSR in specific areas.

Findings. It is established that CSR needs changes in goals and directions due to new challenges. Significant rates of change in CSR priorities in wartime conditions, uneven trends in increasing participation of enterprises in CSR in separate areas, and differentiation of participation of small, medium-sized, large businesses in CSR were revealed. The need to change the approaches of CSR policy aimed at personnel is noted. The importance of an aggressive CSR market strategy is indicated. Threats to the implementation of CSR and possible negative consequences for state management of the social sphere are indicated.

Originality. The need for flexibility and adaptability of CSR in accordance with dynamic changes in challenges is indicated. The need for the formation and strengthening of consolidated CSR of all stakeholders is noted, which determines the new paradigm of CSR – ensuring the synergistic effect of the interaction of all subjects in the CSR environment.

Practical value. Current CSR directions in the conditions of war and action vectors of investments in CSR for the acquisition of economic stability of enterprises are revealed.

Keywords: *social responsibility, economic stability, enterprises, conditions of war, change in priorities*

Introduction. Most companies – 93 % according to Deloitte surveys [1], which are world leaders, indicated that they are not only producers of products and services, but also regulators of society. If for large Ukrainian enterprises before the full-scale war, the implementation of the policy of corporate social responsibility (CSR) in a certain way corresponded to succeeding the indicated global trend in corporate policy, then under the new challenges of the full-scale war, the management of enterprises increased the level of use of CSR to solve the primary tasks of ensuring the economic stability of enterprises.

The problems of discretionary, global responsibility, issues of the consequences of climate change, restoration of land ecosystems, etc. have become less urgent for enterprises at this time than in previous periods.

At the same time, changes in the policy of corporate social responsibility of Ukrainian enterprises for the harsh challenges of a large-scale war were aimed not only at solving internal corporate problems, in particular, staffing, complicated by migration and mobilization of workers; complex issues of relocation of enterprises, etc., but also for solving national problems, for example, helping to reduce the level of social tension in society, which is also a prerequisite for the sustainable functioning of business.

A large part of the management of Ukrainian enterprises also understood the need to abandon the policy of selective charity actions and acquire a CSR policy of a systemic nature, with a strategic direction. The specified changes in the CSR policy are important, because if social responsibility becomes

part of the company's strategy, its involvement will have a complex impact on economic activity and, accordingly, greater efficiency in ensuring the long-term economic sustainability of enterprises.

In wartime, CSR policy also requires a new level of coordination of business interests with the interests of society, an example of which is the refusal of economic interaction with those foreign companies that support aggression or supply their products (provide services) to the aggressor country.

The above shows that in the conditions of significant economic, social and military threats, the approach of Ukrainian business to the implementation of the policy of corporate social responsibility needs to be revised.

Literature review. Researchers point to the importance of social responsibility for improving the economic and financial performance of companies and corporations and, accordingly, increasing their economic sustainability. An example of this is, according to the research of Siddiqui, et al. [2], compliance of corporate social responsibility costs with the growth of companies' value in the long term.

At the same time, some researchers, in particular, Bileush [3], insist that the importance of CSR is that companies not only direct their activities to financial results, but also, first of all, take into account social goals. The necessity of predominantly directing CSR towards social goals in the conditions of war in the article by Vasylytsiv, et al. [4] is substantiated by the insufficient level of social security of Ukrainian citizens under war risks and the excessive level of social vulnerability of certain social strata. This thesis does not seem undisputed, since the social activity of the enterprise in these directions can only be an occasional help and cannot fully replace the social role

of the state. Other researchers point to the close connection of social responsibility with the economic tools of using the social capital of Ukrainian enterprises [5]. At the same time, the use of the integrated CSR indicator, which only takes into account changes in the volume of sales, the number of employees, and the average salary, to prove the indicated relationship is not relevant enough, since it does not take into account most of the financial and economic results of the enterprise and does not connect them with other areas of implementation of corporate social responsibility [5].

The significance of CSR for gaining competitive advantages by Ukrainian enterprises, increasing their profit and net income is indicated by Belova, et al. [6]. In the article, Shelest, et al. [7] and Nitsenko, et al. [8] indicated the correlation between the popularity of the company's brand in Ukraine and its policy of corporate social responsibility, primarily aimed at helping the army.

In the article by Bileush [3], where the "archetypes" are specified, that is, the directions of social influence of enterprises and corporations, the possibility of simultaneous use of several archetypes was not taken into account, which narrowed the relevance of the conclusions. At the same time, Bolourian, et al. [9] indicated that CSR archetypes do not work in isolation and depend on each other and the context of the enterprise's economic activity. This thesis is expanded in the presented research.

Even scientists from Western countries point to insufficient use of CSR opportunities by the management of companies and corporations. Thus, according to the results of a survey of leading managers of New Zealand companies, this was indicated in the article by Zaman, et al. [10]. The lack of financial resources and managers' time are indicated as the main obstacles. It is indicated that the reorganization of the corporate management structure will contribute to the implementation of CSR. At the same time, the article by Zaman, et al. [10] indicated the insufficient level of convergence between corporate governance and CSR, i.e., the predominant charitable orientation of corporate social responsibility in New Zealand.

Jurić, et al. [11] and Mainka, et al. [12] see the predominant result of the influence of CSR for the corporations themselves in increasing the quality of their management. At the same time, Nguyen [13], using a quantitative method of analysis, indicates not only the direct impact of corporate governance on CSR, but also an indirect correlation between CSR and the efficiency of financial companies through mediating relationships with service consumer satisfaction and environmental friendliness.

Researchers indicate that in modern business, the factor of trust begins to play an important role. For some areas of economic activity, for example, in m-banking [14], this factor becomes decisive, so the use of CSR to strengthen the level of trust of consumers of financial services in a financial institution becomes mandatory. In such cases, CSR becomes an unconditional tool for ensuring the economic sustainability of enterprises. Using the fixed effect model to analyze changes in the level of credit risk of 136 banks focused on traditional technologies, Hunjra, et al. [15], established that CSR also reduces the credit risk of financial institutions, i.e. contributes to their economic stability.

The fact that the financial indicators of service sector enterprises depend on a wide range of interested individuals (employees, consumers, etc.) and organizations (logistics firms, suppliers, civil society structures, etc.) and therefore the implementation of CSR is a significant factor in their economic sustainability is indicated in Yoon, et al. [16].

The results of using qualitative and quantitative methods of analysis by Cherian, et al. [17] indicated a relationship between the performance of Indian companies and the implementation of CSR policies. It is noted that CSR leads not only to the acquisition of social value by the subject of economic activity, but also increases their profitability and productivity.

At the same time, the use of CSR tools tested in countries with developed economies in the specific conditions of coun-

tries with unstable economies does not guarantee economic success for companies [18]. Everything depends on the national, economic, and social context of CSR implementation [18].

The need to separate philanthropic and strategic corporate social responsibility is also important for research into the impact of CSR on the company's economic indicators. Thus, in the article by Maqbool, et al. [19], empirical confirmation is provided that these areas of CSR have different effects on the financial performance of enterprises. This, in particular, can explain the statement of Xu, et al. [20], according to which the direct influence of corporate social responsibility on the company's efficiency is questioned, since, according to the authors, this influence is indirect due to the factor of corporate reputation. This is a consequence of the fact that Xu, et al. [20] comparing the CSR policy of family and non-family firms, relied on data as to the exclusively philanthropic corporate social responsibility.

In the studies of Ukrainian scientists, the thesis that corporate social responsibility is the prerogative of large enterprises, in particular, due to greater financial resources, is sometimes found [6]. At the same time, Magrizos, et al. [21] researching the CSR practices of small and medium-sized enterprises (SMEs) in Southeast European countries indicate that greater proximity of these enterprises to consumers and business partners stimulates the introduction of corporate social responsibility in their activities due to the visible effect of CSR on the efficiency of the enterprise. It is noted that, according to the results of the study by Magrizos, et al. [21], SMEs are more resistant to the effects of the crisis. This is confirmed in the article by Bacinello, et al. [22], which also indicates the importance for SMEs of such a factor of social responsibility as the combined effect of proximity to consumers and visible efficiency of enterprises.

The above review of scientific works indicates a significant difference of opinion among scientists regarding the priority areas of CSR implementation – philanthropic or strategic corporate social responsibility. In the conditions of war, the importance of choosing the direction of CSR becomes more critical, since it will affect various directions not only of the company's external market policy, but will also be of decisive importance for internal corporate problems, in particular, it will affect the stability of the company's personnel potential and, even, labor productivity. Therefore, it becomes important to study the indicated problems.

The purpose of the article. The purpose of the article is to investigate the impact of social responsibility on ensuring the economic stability of enterprises, to substantiate changes in CSR directions in the conditions of war and economic crisis.

For this, it is necessary to solve the following tasks: to establish which new priority directions of corporate social responsibility appeared under the conditions of war; identify the nature of the change in CSR priorities during this period; point out the current directions of CSR in the specified conditions; establish what new properties CSR should acquire to ensure its proper effectiveness.

Methods. When conducting the research, general scientific and special methods of cognition were used.

The method of critical analysis is used to study the impact of corporate social responsibility on ensuring the economic sustainability of enterprises. The method of analysis and synthesis made it possible to substantiate the changes in the direction of corporate social responsibility in the conditions of war and economic crisis, to provide specific recommendations regarding the specified directions, to reveal the nature of the change in CSR priorities, to indicate the current directions of corporate social responsibility, to establish what new properties CSR should acquire for ensuring its proper efficiency.

The methods of logical analysis of statistical data made it possible to point out significant rates of change in CSR priorities and uneven trends in increasing participation of enterprises in CSR activities in certain areas, significant differentiation

of small, medium-sized businesses and large enterprises in supporting sustainable development projects and the dynamics of the share of deductions for CSR activities in the period 2021–2022 years, to establish non-obvious priorities of youth in the areas of social responsibility.

Results. A full-scale war not only prompts a change in the goals and directions of the implementation of corporate social responsibility of enterprises [23], but also resulted in the formation of new directions of CSR.

If in 2021 priority was given to environmental issues [24], in 2022 the need to support workers and their families in the conditions of relocation of subjects of economic activity, payment of financial aid for forced shutdowns of enterprises, compensation for the families of the deceased and expenses for the treatment of the wounded. This was indicated by 97 % of enterprise managers surveyed by the European Business Association [24]. After the start of large-scale hostilities, CSR directions aimed at reducing the level of anxiety of employees and the level of uncertainty about the future also become relevant, since the measures of corporate social responsibility of enterprises, in turn, have the effect of reducing the level of industrial injuries and increasing labor productivity.

External social support of enterprises after the start of a full-scale war was aimed at helping the military (84 % of respondents), internally displaced persons (69 % of respondents), medical institutions, primarily territorially close to enterprises (66 % of respondents) [24]. The change in the gender composition of enterprise collectives as a result of mobilization forced the management to review the financing of projects aimed at effectively solving the problem of women’s leadership and ensuring gender equality (32 % of respondents) [24].

Even in the face of significant financial difficulties caused by the economic crisis, in particular, a chronic lack of working capital, ~65 % of the managers of enterprises surveyed by the European Business Association indicated that the amount of financial resources they direct in 2024 to social tasks is at least 6 % of revenues of companies. This, according to survey data, is helped in particular by the fact that ~90 % of Ukrainian buyers prefer the products of companies that implement a CSR policy [25].

The above also shows the significant dynamism of the change in CSR priorities in the conditions of crisis and war. Therefore, at this time, the strategic direction of social responsibility to properly ensure the economic stability of enterprises especially needs relevant analysis and forecast and should be flexible and adaptive to the dynamic change of challenges.

The confirmation of the significant dynamics of the change in CSR priorities is the survey data of the European Business Association of Enterprise Managers regarding the short-term

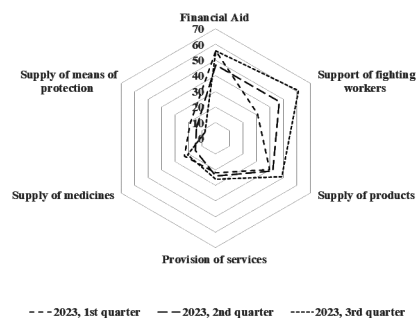


Fig. 1. Dynamics of social assistance to the military by direction, % of the number of surveyed enterprise managers

change in the directions of social assistance to the military. These data are presented in Fig. 1.

The indicated radar chart shows, firstly, a significant rate of quarter-on-quarter expansion of the share of enterprises that participate in social assistance to the military, and secondly, the unevenness of the trends in increasing participation by direction is visible. Bigger changes are taking place in the following areas: financial assistance, supply of medicines, support of fighting workers. It is more difficult with the direction “Supply of products”, because not all respondents could distinguish paid supplies of the army from free assistance to the military with their own products or services.

The start of full-scale hostilities also led to a change in the structure of the statistics of companies that direct their social activities to support the country’s sustainable development projects. If in 2022, the number of companies whose aid volume is greater than UAH 100 million increased by ~20 times compared to 2021, then the number of companies whose aid volume is less than UAH 100,000 decreased by three times [24].

This is due to the significant differentiation of war-affected companies by areas of economic activity and, accordingly, the ratio of small, medium-sized businesses and large enterprises in the indicated areas. Thus, in the industry of Fast-Moving Consumer Goods (FMCG) – retail of consumer goods with a short period of use, and these are mainly small and micro enterprises, ~88 % of subjects of economic activity were affected, and, for example, in the banking sector, where large and medium-sized enterprises mostly work were affected ~60 % [24].

At the same time, according to the data of the State Statistics Service (the latest data on these indicators are dated 2022) [26], the share of the total amount of deductions for CSR measures is dominated by medium-sized enterprises (Table 1).

Table 1

Dynamics of deductions for social events by size of enterprises

Indicators	Years					
	2010	2015	2019	2020	2021	2022
The volume of total deductions for CSR activities, UAH billion	69.9789	96.7515	154.2655	170.6312	204.2660	177.5741
The volume of deductions for CSR activities of large enterprises, UAH billion	32.8545	39.9102	57.2388	60.9609	72.9376	60.8605
Share of total deductions for CSR activities, %	47.0	41.3	37.1	35.7	35.7	34.3
The volume of deductions for CSR activities of medium enterprises, UAH billion	27.8678	40.5739	70.0636	79.0921	94.0906	84.6109
Share of total deductions for CSR activities, %	39.8	41.9	45.4	46.4	46.1	47.6
The volume of deductions for CSR activities of small enterprises, UAH billion	9.2566	16.2674	26.9631	30.5782	37.2378	32.1027
Share of total deductions for CSR activities, %	13.2	16.8	17.5	17.9	18.2	18.1
of them microenterprises, UAH billion	2.9866	5.5007	9.3427	10.8257	13.1009	11.0504
Share of total deductions for CSR activities, %	4.3	5.7	6.1	6.3	6.4	6.2

This is a consequence not only of a greater number of medium-sized enterprises among those that submitted statistical data in non-financial reports on their own social activities to state statistics bodies, but also of the level of social responsibility, which, in particular, is evidenced by a comparison of the dynamics of changes in the share of small, medium and large enterprises from total deductions for CSR activities in 2022 relative to the indicator of 2021. During this period, only medium-sized enterprises reported an increase in the share of total deductions for corporate social responsibility measures (Table 1). The lower rate of reduction in the amount of deductions for CSR measures of medium-sized enterprises also indirectly indicates the relatively greater economic stability of the specified category of enterprises.

This causes a significant difference in the severity of the impact of war risks on the stability of small, medium and large enterprises. The above, in turn, led to increased differentiation by the size of companies in the implementation of operational changes in CSR directions, in particular, the direction of financial resources not to support projects of sustainable development of the country, as indicated above, but directly to help the military, to pay employees due to the temporary suspension of activities enterprises, assistance to their families, assistance to injured workers as a result of bombings, etc.

Although until now, according to the established practice of a certain part of Ukrainian management, entire groups of stakeholders remain out of the focus of CSR programs, such as territorial communities at the location of enterprises, consumers and suppliers, and the target groups are traditionally defined as owners and staff, the definition of the goals of corporate social responsibility for these groups also required changes. Before the start of the full-scale war, the understanding of the directions of corporate social responsibility aimed at personnel was limited to ensuring a positive emotional connection of the employee with the company, which should contribute to an increase in labor productivity, because it led to a decrease in staff turnover and an increase in labor productivity.

The full-scale war strengthened the understanding that in conditions of significant challenges, employees, their qualifications, and level of competence form the main strategic resource for ensuring the economic stability of the enterprise. Last but not least, the factors of staff loyalty to management and willingness to voluntarily participate in the implementation of the company's CSR programs become factors in the crisis.

Since, according to surveys by the European Business Association, 67 % of enterprise managers [24] pointed to the problem of a lack of personnel, changing corporate social responsibility approaches aimed at personnel is becoming an important direction for improving the policy of corporate social responsibility. In view of the above, there is a growing need to focus on the views and preferences of job seekers in the field of social responsibility.

According to the results of a survey by the Center "Development of CSR" [27], 40.2 % of young jobseeker respondents indicated that they know the concept of social responsibility of business, and 48.2 % of respondents – that for them it is important to have developed corporate volunteering as a direction of social responsibility. Corporate social responsibility for job seekers ranks fifth among priorities. When the social package is included in social responsibility, this indicator will take the second place among priorities (Fig. 2).

The priority directions of the company's social responsibility selected according to the results of the survey of the Center "CSR Development" [27] (Table 2) indicate that young people understand the importance of primarily external direction of CSR (items 1, 2, 4, 5) and not internal corporate, in particular, according to item 3, which would be more in line with the own interests of young candidates for vacant positions.

This indicates the direction of changes in the implementation of CSR in the future.

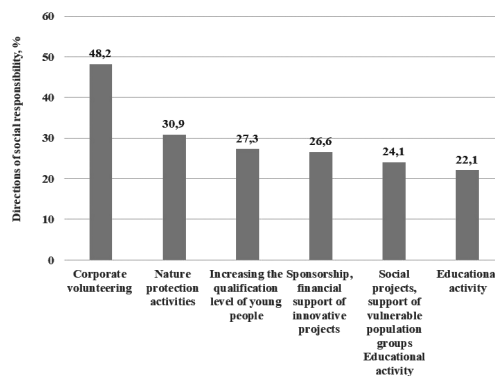


Fig. 2. Important questions for young job seekers about the workplace provider company, % of respondents

Table 2

Priority areas of social responsibility according to survey results, %

No.	Directions of CSR according to survey results	Share of the total number of respondents, %
1	Corporate volunteering	48.2
2	Nature protection activity	30.9
3	Increasing the qualification level of young people	27.3
4	Sponsorship, financial support of innovative projects	26.6
5	Social projects, support for vulnerable population groups	24.1
6	Educational activity	22.1

In the conditions of significant challenges, dynamic changes in the level of threats, changes in the conditions of functioning of markets and reduction in the level of consumption of the population, the task of using all possible tools to ensure the economic stability of enterprises and, in particular, tools of social responsibility, arises.

To increase the effectiveness of the mentioned tool, it is proposed to implement it as a system of social responsibility extended both to the enterprise itself and to the outside – to consumers, business partners, locations of the enterprise's infrastructure, etc. At the same time, social responsibility should be integrated not only into the company's policy and its business strategy, but even into the internal codes of conduct of the personnel.

Moreover, in the conditions of an extraordinary level of risks, the task of forming and strengthening consolidated social responsibility arises: employees, consumers of other subjects of economic and social relations, in particular in relation to the interests of the enterprise-initiator of socially responsible policy, as the main resource of CSR.

At the same time, a lack of understanding by the company's management of the opportunities and goals of corporate social responsibility, improper marketing policy of the company, improper monitoring of consumer preferences, ineffective organizational structure of the company, inappropriate tax policy of institutional structures can lead to a decrease in the level of CSR implementation.

A certain threat to the implementation of CSR policy at enterprises can also be the efforts of institutional structures to administer this process, which nullifies the fundamental principle of voluntary corporate social responsibility.

Among the possible negative consequences for national social policy and state management of the social sphere of the widespread application of CSR policy by Ukrainian enterprises in their activities should be attributed:

1. Fragmentation of the social space of the state due to the widespread of CSR and the external direction of social responsibility in the practice of enterprises.

2. Complication of state management of the social sphere due to unforeseen consequences of the large-scale influence of business management on social processes.

3. Massive use of CSR by business management primarily to achieve strictly corporate and not national interests.

The negative consequences of point 3 are often caused by Ukrainian business neglecting the ISO-26000 “Social Responsibility Management” standard, according to which CSR is the responsibility of business for the impact of the company’s activities on society. The absence of legal responsibility for violations of ISO-26000 norms does not contribute to its spread in the practice of Ukrainian enterprises.

It is worth considering that CSR in Ukrainian realities should correspond to the aggressive market strategy of the company, and not a defensive one, aimed primarily at reducing the impact of risks on corporate economic indicators.

The company’s choice of an aggressive market strategy is due to significant changes in external influencing factors as a result of the war and dynamic changes in market conditions. In particular, this is due to the fact that the risks of war have a much greater weight than the market risks of peacetime, they can change from insignificant to unacceptable in a very short period of time, their impact on competitive enterprises is often not uniform in nature. Therefore, since market risks are insignificant compared to military risks, their growth will not have a large impact on integral risk. As a result of this, the use of an aggressive market strategy, which in peacetime was expected in the event of a small amount of market risks, may not be limited to a certain growth of the specified indicator.

At the same time, defensive strategies – survival strategy, conservative strategy and others may be losing due to the uneven impact of risks on competitive enterprises in war conditions. For example, due to unstable electricity supply, loss of logistics infrastructure as a result of missile and bomb attacks, etc., one of the competing enterprises reduces production volumes or even temporarily stops production activities. Another enterprise that has several sources of energy, an intact logistics infrastructure, is able to increase production volumes and, as a result, capture a larger share of the market. Qualified personnel who do not receive a salary at a non-working enterprise can strengthen the personnel potential of a competitor. The above shows that during the war, the tools of an aggressive strategy change and it is possible not to apply traditional tools – price dumping, anti-advertising, etc. It also indicates a new approach in an aggressive market strategy – to use the uneven impact of risks to gain competitive positions. This also shows that an aggressive market strategy, unlike in peacetime, can be used not only by large corporations, since its tools may not require such significant costs as, for example, a price war.

The CSR strategy is only a part of the company’s strategy, which requires their comprehensive tactical and strategic coordination, first of all in terms of ensuring the economic stability of enterprises.

That is why CSR should not only be widely integrated into other production and business processes of the enterprise – marketing, expansion of the internal market and entry into foreign markets of the consumption of the company’s products or services, but also direct the specified processes to proactivity and, as a result, lead to an increase in competitiveness and investment attractiveness of the enterprise. Only CSR that corresponds to the aggressive market strategy of the company is able to ensure stability in the conditions of crisis and significant challenges, the consequences of which are often unpredictable.

An aggressive market strategy is a sign of the economic stability of the enterprise. From this point of view, the costs of carrying out corporate social responsibility should be interpreted as investments aimed at increasing the level of capital-

ization of the company, as an indicator of economic stability, while minimizing capital investments for these purposes.

The vectors of action of investments in social responsibility for the acquisition of economic sustainability of enterprises, even after distinguishing the directions of obtaining financial advantages, are different.

First, by increasing the volume of expenses in view of the expenses of a social direction, with a well-founded strategy of the company, it is possible to reduce the specific expenses – per unit of products or services. Specific costs will tend to decrease due to increased labor productivity and increased social responsibility of the substructures of the enterprise and its employees. The need for working capital will also decrease due to the increase in the level of trust with business partners.

Secondly, attracting external funds will be cheaper due to a reduction in the level of risks and an increase in competitiveness. This will also increase the investment attractiveness of the enterprise.

Thirdly, the market value of the company will grow not only due to an increase in the company’s financial indicators, but also due to an increase in market opportunities in the domestic market and development of new foreign markets.

The above shows that investments in social responsibility will lead to an increase in the economic sustainability of enterprises.

In this case, it is necessary to consider the perspective of the formation of a consolidated responsible corporate space with a different direction of social responsibility. In this way, the sustainability of enterprises is considered as an interconnected component of the social sustainability of the environment.

The above-mentioned increase in the importance of corporate social responsibility in the conditions of war and the need for mutual coordination of its directions in the tactical and strategic plan determines the need for a new paradigm of CSR organization – ensuring a positive synergistic effect of all subjects of the space of social responsibility in achieving the specified result. The specified paradigm regarding the acquisition of a positive synergistic character of the formation of a consolidated responsible corporate space is based not only on the expediency of a positive effect. Its implementation requires the introduction of tactical and strategic organizational measures to coordinate the variously directed vectors of social responsibility in all parameters – time, weight, amount of financial support, etc. This coordination is a difficult task, first of all, for large corporations, which is due to a significant number of parameters, and the need to ensure social sustainability of the environment, which is influenced not only by internal corporate, but also external factors, which must be taken into account, and a large number of areas of social responsibility, which is characteristic of large corporations. It is worth paying attention to, since the synergistic effect of variously directed vectors of social responsibility may not always be positive. For example, in some period of time greater social assistance to the families of individual departments of the company may cause dissatisfaction among other members of the team, which will reduce the level of sustainability of the enterprise. Also, the distribution of funds according to individual areas of social responsibility may not be accepted by the team. Therefore, the process of distribution of funds should be as transparent as possible and the changes proposed by the team should be taken into account. Even the very process of open discussion of CSR directions can become both a factor of ensuring the stability of the enterprise and a factor of its destabilization.

As a specific recommendation in this regard, the following form of assistance to the army using corporate social responsibility measures can be offered. The company may take up an obligation to increase the contribution of its employees for these purposes with a certain additional sum, for example, in an amount equal to the worker’s contribution. This will not only increase the financial support of the army, but also strengthen the solidary social responsibility of the company and its employees.

Conclusions. It is indicated that large-scale military actions not only require changing the goals and directions of implementation of corporate social responsibility of enterprises, but also result in the formation of new directions of CSR.

The significant dynamism of the change in CSR priorities in the conditions of crisis and war is indicated. Significant rates of change in CSR priorities and uneven trends in increasing participation of enterprises in certain areas are confirmed by statistical data. This determines the need for flexibility and adaptability of the strategic direction of social responsibility in order to properly ensure the economic stability of enterprises.

The start of full-scale hostilities also led to a change in the structure of companies that direct their social activities to support the country's sustainable development projects.

Significant differentiation of small, medium-sized businesses and large enterprises in support of the specified projects is indicated. It is also stated that the share of deductions for CSR activities in the period of 2021–2022 was increased only by medium-sized enterprises.

It is indicated that the established practice of a certain part of the Ukrainian management in implementing CSR measures regarding the main target groups requires changes. Before the start of the full-scale war, the understanding of the directions of CSR aimed at personnel was limited to ensuring a positive emotional connection of the employee with the company, which should contribute to increasing labor productivity, because it was leading to a decrease in staff turnover and an increase in labor productivity.

The full-scale war strengthened the understanding that in conditions of significant challenges, employees, their qualifications, and level of competence form the main strategic resource for ensuring the economic stability of the enterprise.

Last but not least, the factors of staff loyalty to management and willingness to voluntarily participate in the implementation of the company's CSR programs become factors in the crisis. Therefore, personnel orientation becomes an important area of CSR policy implementation. In particular, according to the statistical data research carried out by the authors, it was established that young job seekers prefer the external direction of CSR, rather than the internal corporate one, which is in contradiction with their personal interests.

To increase the effectiveness of CSR, it is necessary to implement it as a system of social responsibility extended not only to the enterprise itself, but also to the outside world. At the same time, social responsibility should be integrated not only into the company's policies and business strategies, but even into the internal codes of conduct of the personnel.

In the conditions of an extraordinary level of risks, the task of forming and strengthening consolidated social responsibility arises: employees, consumers of other subjects of economic and social relations, in particular in relation to the interests of the enterprise-initiator of socially responsible policy. The factors of negative influence on the implementation of CSR are indicated, the possible negative consequences of the widespread use of CSR policy by Ukrainian enterprises in their activities are indicated.

It is assumed that CSR in Ukrainian realities must correspond to the aggressive market strategy of the company and therefore must not only be widely integrated into other production and business processes, but also direct the specified processes to proactivity and, as a result, lead to an increase in economic stability in the conditions of the crisis and significant challenges, the consequences of which are often unpredictable. An aggressive market strategy is a sign of the economic stability of the enterprise. From this point of view, the costs of conducting CSR should be interpreted as investments aimed at increasing the level of capitalization of the company, as an indicator of economic stability, while minimizing capital investments for these purposes. The vectors of action of investments in social responsibility have been established.

The perspective of the formation of a consolidated responsible corporate environment with different directions of social

responsibility is indicated. In this way, the sustainability of enterprises is considered as an interconnected component of the social sustainability of the environment.

Under such conditions, a new paradigm of CSR organization appears — ensuring a positive synergistic effect of the interaction of all subjects of the environment of social responsibility in achieving the specified result.

This article is a continuation of the authors' research on this issue, in particular, presented in the scientific work [28]. In further research, algorithms for the adaptive strategy of CSR will have to be developed in the conditions of dynamic external influences of significant force.

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Соціальна відповідальність як чинник забезпечення економічної стійкості підприємств

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Мета. Проаналізувати вплив корпоративної соціальної відповідальності (КСВ) на забезпечення економічної стійкості підприємств, обґрунтувати зміни напрямів КСВ в умовах війни та економічної кризи. Встановити, які нові пріоритетні напрями КСВ постали за умов війни; виявити характер зміни пріоритетів КСВ; вказати на актуальні напрями КСВ у зазначених умовах; встановити, які нові властивості має набути КСВ для забезпечення її належної ефективності.

Методика. Метод критичного аналізу задіяно для дослідження впливу КСВ на забезпечення економічної стійкості підприємств. Метод аналізу й синтезу – для обґрунтування зміни напрямів КСВ в умовах війни, виявлення характеру зміни пріоритетів КСВ, актуальних напрямів КСВ, встановлення, які нові властивості має набути КСВ для забезпечення її належної ефективності. Метод логічного аналізу статистичних даних – щоб виявити значні темпи зміни пріоритетів КСВ і нерівномірність трендів збільшення участі підприємств у КСВ за окремими напрямами.

Результати. Встановлено, що за нових викликів КСВ потребує змін цілей і напрямів. Виявлені значні темпи зміни пріоритетів КСВ в умовах війни, нерівномірність трендів збільшення участі підприємств у КСВ за окремими напрямами й диференціація участі малого, середнього бізнесу, великих підприємств у КСВ. Зазначена необхідність зміни підходів політики КСВ, спрямованої на персонал. Указано на важливість агресивної ринкової стратегії КСВ. Указані загрози для впровадження КСВ і можливі негативні наслідки для державного управління соціальною сферою.

Наукова новизна. Указано на потребу гнучкості та адаптивності КСВ у відповідності до динамічних змін викликів. Зазначена необхідність формування та зміцнення консолідованої КСВ усіх стейкхолдерів, що обумовлює нову парадигму КСВ – забезпечення позитивного синергетичного ефекту взаємодії всіх суб'єктів середовища КСВ.

Практична значимість. Виявлені актуальні напрями КСВ в умовах війни й вектори дії інвестицій у соціальну відповідальність для набування економічної стійкості підприємств.

Ключові слова: соціальна відповідальність, економічна стійкість, підприємство, умови війни, зміна пріоритетів

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