

WOMEN'S LEADERSHIP IN ORGANIZATIONS AS A PATHWAY TO UKRAINE'S EUROPEAN INTEGRATION

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UDC 316.346.2-055.2:316.46:327.39:658(477)
JEL: J16; M12; O15

Zhylinska O. I., Prylutska T. Yu., Onyshchenko A. V. Women's Leadership in Organizations as a Pathway to Ukraine's European Integration

The article is aimed at studying the phenomenon of women's leadership in organizations as a strategic vector of European integration of Ukraine. It is considered how gender equality in the professional sphere and in managerial activities contributes to the introduction of European values into Ukrainian society, strengthens democratic principles and ensures social justice. The article analyzes the key principles of European equality standards, such as transparency, mutual respect, dignity and equality before the law, which is the basis for the formation of a gender-balanced society, as well as explores the importance of these standards for Ukraine. The challenges faced by women on their way to leadership positions in organizations are revealed. It is determined that despite positive developments, women in Ukraine still face barriers such as stereotypes, prejudices against their competence, as well as limited access to leadership positions in organizations. The relevance of creating equal conditions for the professional development of men and women as an important factor in the integration process, which contributes to the formation of a sustainable and competitive economy, as well as increases the innovative potential of organizations, is substantiated. The article proposes a definition of the phenomenon of «women's leadership» in the context of organizational development and socioeconomic transformations, emphasizes its importance for ensuring the stable development of organizations and society as a whole. Women's leadership is seen as a factor that positively influences the culture of organizations, contributes to increasing the effectiveness of management and improves internal communication. It is also determined that women's leadership can serve as a powerful tool for ensuring inclusivity, the development of diversity and the involvement of all members of society in the socioeconomic life of the country.

Keywords: women's leadership, European integration, gender equality, management, organizational development, innovation.

Fig.: 1. **Tabl.:** 1. **Bibl.:** 27.

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УДК 316.346.2-055.2:316.46:327.39:658(477)
JEL: J16; M12; O15

Жилінська О. І., Прилуцька Т. Ю., Онищенко А. В. Жіноче лідерство в організаціях як шлях до європейської інтеграції України

Метою статті є дослідження феномену жіночого лідерства в організаціях як стратегічного вектора європейської інтеграції України. Розглядається, як гендерна рівність у професійній сфері та в управлінській діяльності сприяє впровадженню європейських цінностей в українське суспільство, зміцнює демократичні принципи та забезпечує соціальну справедливість. У статті проаналізовано ключові принципи європейських стандартів рівності, такі як прозорість, взаємоповага, гідність і рівність перед законом, що є основою для формування гендерно збалансованого суспільства, а також досліджено значення цих стандартів для України. Розкрито виклики, з якими стикаються жінки на шляху до лідерських позицій в організаціях. Визначено, що, незважаючи на позитивні зрушення, жінки в Україні все ще зіштовхуються з бар'єрами, як-от стереотипи, упередження щодо їхньої компетентності, а також обмежений доступ до керівних посад в організаціях. Обґрунтовано актуальність створення рівних умов для професійного розвитку чоловіків і жінок як важливого фактора інтеграційного процесу, що сприяє формуванню стійкої та конкурентоспроможної економіки, а також підвищує інноваційний потенціал організацій. У статті запропоновано визначення феномену «жіноче лідерство» в контексті організаційного розвитку та соціально-економічних перетворень, підкреслено його важливість для забезпечення стабільного розвитку організацій і суспільства загалом. Жіноче лідерство розглядається як фактор, що позитивно впливає на культуру організацій, сприяє підвищенню ефективності управління та поліпшує внутрішню комунікацію. Також визначено, що жіноче лідерство може служити потужним інструментом для забезпечення інклюзивності, розвитку різноманітності та залученості всіх членів суспільства до соціально-економічного життя країни.

Ключові слова: жіноче лідерство, європейська інтеграція, гендерна рівність, управлінська діяльність, організаційний розвиток, інновації.

Рис.: 1. **Табл.:** 1. **Бібл.:** 27.

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The integration of Ukraine with European Union Member States represents a pivotal concern for each Ukrainian citizen, touching on national priorities for systemic reforms. Moving towards European integration, Ukraine encounters multiple critical challenges requiring strategic solutions, as this path demands significant transformations across legislative, political, economic, and social domains. These shifts are guided by the values upheld by European nations, which Ukraine seeks to emulate as it pursues its integration objectives. European integration encompasses collaboration in economic and political domains, as well as shared values, including a commitment to transparency, equality, mutual respect, dignity, and the uniform application of laws [1].

Living by “European standards” signifies adherence to principles of equity, especially gender equality, which is integral to the European Union’s core ideology. Gender equality is not merely a goal but a foundational principle permeating every layer of society, from the smallest social units to the largest global institutions. In Ukraine, modern organizations should act as pivotal actors in implementing this principle, fostering environments where both women and men can fully develop and realize their professional potential.

Gender discourse is central to contemporary research, driven by marked disparities in the representation of men and women in leadership roles. The historical struggle for women’s rights and subsequent legalization of gender equality at both national and international levels has facilitated a shift from token female presence to substantial female representation in corporate leadership. LinkedIn data shows that in 2023, women held 32.2% of top management positions [14]. Consequently, female leadership now emerges as a significant subject of scholarly investigation.

This study aims to consolidate theoretical frameworks on female leadership at the highest organizational levels, and to develop practical guidelines for fostering equality within Ukrainian companies, aligning with the European integration goals.

Achieving this objective involves the following tasks:

- ✦ conduct a theoretical examination of the barriers women encounter in professional advancement;

- ✦ systematize research demonstrating the positive impact of female leaders in organizational settings;
- ✦ analyze both domestic and international efforts to ensure equal professional opportunities for women and men;
- ✦ suggest methods to achieve gender equality in Ukrainian organizations, informed by best practices from leading global firms;
- ✦ provide examples of female leaders who serve as role models across different age groups;
- ✦ conduct a sociological study exploring undergraduate management students’ perceptions of female leadership and its role in Ukraine’s European integration.

To achieve the study’s *aim* and complete these tasks, a combination of general and specific scientific methods was applied. These included scientific abstraction, historical and logical analysis, classification, and synthesis to examine scholarly literature. Empirical sociological research methods, such as student surveys, were used to gather data on perceptions of equality and female leadership, alongside graphical techniques for visualizing findings.

Gender equality in science and research has gained increasing prominence within the European Union (EU) and the European Research Area (ERA). Over recent years, considerable efforts have been directed towards achieving the ERA’s three core objectives: enhancing gender balance in research teams, promoting gender equity in decision-making, and integrating gender considerations into research processes.

Since the first Scopus publication in 2004, there has been a noticeable rise in publications with a gender perspective. As of 2024, there are 26.352 document results on this topic, reflecting its growing relevance and importance (*Fig. 1*) [19].

For example, in the article “Women and the Labyrinth of Leadership,” Alice H. Eagly and Linda L. Carli suggest that the metaphor of a labyrinth more accurately depicts the challenges women face in their careers than the traditional “career ladder” metaphor commonly associated with the success stories of prominent male executives [3]. When examining the

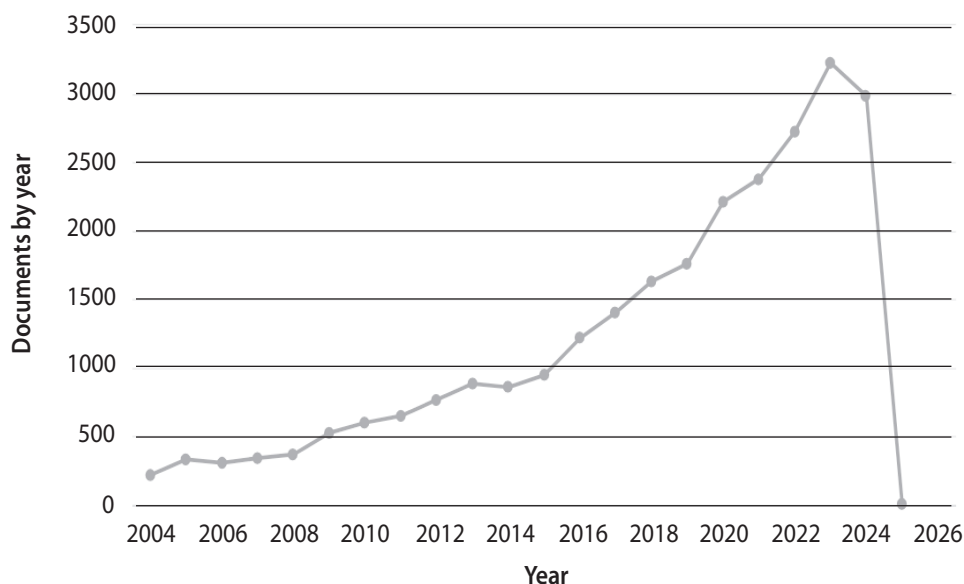


Fig. 1. Results of analysis of documents on gender-related issues [19]

philosophical framework of female leadership, it becomes clear that this complex concept encompasses numerous interconnected processes and defining traits, prompting diverse scientific methodologies in its study.

The "labyrinth" metaphor, used to describe the path women must navigate to attain leadership roles, underscores the distinct nature of their journeys compared to men. Unlike the linear progression suggested by a career ladder, the labyrinth highlights the numerous hurdles and diversions that women encounter to varying extents in leadership. Importantly, each labyrinth has an exit; by negotiating its complexities and overcoming its challenges, women can fully realize their potential at the highest levels of organizational management.

Among the primary obstacles women face in leadership roles are lingering stereotypes about female authority, overt resistance to women in leadership, challenges in achieving a work-life balance, and specific expectations regarding leadership style, which can mean that a gentle female voice may not always be perceived as authoritative. According to the American Psychological Association, empowering more women in organizational leadership yields positive outcomes for all involved.

Research indicates that gender-diverse leadership teams elevate companies' economic performance, producing positive outcomes such as increased revenue, enhanced employee productivity, and improved interpersonal dynamics within the workplace. Despite these advantages, women currently lead only 10% of Fortune 500 companies, a figure that underscores the untapped potential of female leadership [17].

The *Tbl. 1* below presents a summary of scientific research on the positive impacts of female leadership on the growth and development of contemporary organizations.

The data presented in the table underscores a key finding in contemporary research: women are just as capable as men in achieving success in managerial roles. Despite some differences in their approaches to management techniques or styles, organizations that embrace a well-balanced management policy, crafted through the collaborative efforts of both female and male leaders, are better positioned for sustained growth and progress in today's dynamic environment.

Recognizing the importance of enabling women to fulfill their potential in professional spheres has driven substantial transformations within organizational structures worldwide. Over the past decades, companies that provide equal opportunities for development and success to both women and men have become a paramount objective, representing not only a significant ambition but a realistic and achievable goal.

The progress made towards achieving a more balanced representation of genders in executive positions is noteworthy, as it requires concerted efforts across various spheres of life, a forward-looking commitment, and dedicated long-term action.

In their pursuit of narrowing the professional development gap between women and men, companies have sought to establish several core aspects that define true equality:

- ✦ *Equal Pay:* Compensation should be based solely on an employee's abilities and contributions to organizational success, without bias

Table 1

The effects of female leadership in the development of modern organizations

Author(-s), source	Year of study	Effect
A. H. Eagly, M. G. Makhijani, B. G. Klonsky [8]	1992	Female leaders demonstrate more transformational leadership styles, they are extraordinary motivators that increase enthusiasm
Pew Research Center [18]	2008	Women were found to perform better than men on seven out of eight leadership qualities
A. W. Woolley et al. [4]	2010	Teamwork is greatly improved by the presence of women in the group. It was established that the share of women in the group is closely related to the collective intelligence of the group – the ability to work effectively
A. H. Eagly et al. [9]	2020	Compared to men, women are now considered to be the same or more competent
C. Post, B. Lokshin, Ch. Boone [6]	2021	After women joined management, firms became more open to change and less prone to risk
M. P. Joshi, A. B. Diekman [16]	2022	Having a female leader compared to a male leader led employees to expect fairer treatment in that organization, greater projected salary and status

Source: systematized by the authors.

regarding gender, race, age, religion, or sexual orientation.

- ✦ *Equal Treatment:* Gender-based assumptions about an employee's capabilities must be eliminated. A culture of openness, honesty, and mutual respect should prevail to ensure fair treatment of all personnel.
- ✦ *Balanced Representation in Leadership:* There should be minimal disparity in the number of men and women within executive teams and on corporate boards, ensuring a diverse mix at the highest levels of management.
- ✦ *Equal Access to Training and Development:* Opportunities for acquiring skills and knowledge for career advancement should be accessible to all employees, providing fair grounds for the pursuit of professional aspirations for both genders without any bias.
- ✦ *Employee Benefits that Address Diverse Needs:* Benefits like flexible work hours, paid sick leave, and other supportive measures should be equally accessible, reflecting the needs of all employees, as well as their families, regardless of gender [26].

By integrating these principles, organizations are better equipped to foster an environment where equality is foundational, promoting inclusivity and balanced growth across genders in professional settings.

Achieving these objectives within modern organizations is a multifaceted and gradual endeavor. However, integrating these principles into management strategies can notably enhance a company's long-term performance by strengthening internal corporate

culture and fostering a sustainable, inclusive business environment.

Consider the exemplary practices of prominent global companies that have made significant strides in promoting equality and increasing female representation in leadership roles. For example:

- ✦ Microsoft, a multinational company leading in operating systems and software development, has achieved success not only in information technology but also in promoting gender equality through structured programs. One of its key achievements is attaining gender pay parity, where women earn \$1.007 while men earn \$1,000, verified through annual reviews to maintain fairness globally [13].

With a strong commitment to narrowing the workplace gender gap, Microsoft actively recruits women not only for traditionally female roles but also for technical and managerial positions. Furthermore, Microsoft collaborates with organizations such as the Women in Tech Network and Women in Cloud, which support women's career advancement through mentorship, training, and professional development programs [2]. As a result of these initiatives, Microsoft's female workforce continues to grow; the Global Diversity & Inclusion Report 2023 reveals that women comprised 31.0% of the company's workforce, up from 27.6% in 2022 [13].

These initiatives highlight how strategic actions by major corporations can facilitate gender equality, enhance diversity, and contribute positively to the organizational environment and outcomes.

✦ Accenture, a Fortune Global 500 consulting company, has demonstrated remarkable progress in advancing gender diversity, aiming for a 50% female leadership representation by 2025. Accenture's approach focuses on dismantling systemic barriers that obstruct diversity and inclusion. The company has redefined its organizational goals with attention to investment in recruitment, retention, and internal promotion strategies essential for advancing gender equality. As a result, Accenture achieved 48% female representation in management roles by 2023, illustrating progress towards its DEI (Diversity, Equity, and Inclusion) goals [11].

Examining leading global companies' practices in fostering gender equality and boosting female representation at senior management levels prompts consideration of Ukrainian companies as well. In Ukraine, gender equality is increasingly recognized as a crucial goal for organizations. This has led to the adoption of various programs and initiatives supporting women's advancement, though female representation in certain industries and leadership roles remains low.

Ukrainian companies in the IT sector, such as SoftServe, serve as examples of progress in this area. SoftServe, a prominent IT firm specializing in software development and consulting, emphasizes that business has a responsibility to ensure equal opportunities for all. This commitment drives SoftServe's active participation in initiatives that support women in IT. In 2022, the company collaborated with Inscience, a public organization promoting IT and STEM fields among women.

By 2024, SoftServe furthered its DEI efforts by establishing global resource groups to help women pursue their professional goals in IT. As of 2023, women made up 36% of SoftServe's workforce, an encouraging sign for the company's gender equality objectives [7].

These practices reflect how both global and Ukrainian companies can effectively incorporate gender equality measures into their corporate culture, fostering inclusive, diverse work environments.

The previously outlined best practices from global and Ukrainian companies highlight significant achievements in advancing gender equality. These examples reflect a strong commitment and intent to reduce the gender gap by encouraging female participation across various professional domains.

In Ukraine, the trajectory towards European integration is a central component of national policy. The Association Agreement between Ukraine and the European Union, signed in 2014, outlines the adoption of the Sustainable Development Goals (SDGs), which are comprehensive, interconnected, and aim to bal-

ance economic, social, and environmental sustainability [25]. A key aspect of these goals is the elimination of discrimination against women and girls, recognizing that their empowerment is vital for improving living standards and fostering national prosperity. Thus, gender equality in Ukraine becomes an essential factor in ensuring the country's fair and just standing in the global arena.

The United Nations Development Programme (UNDP) Report on the status of women in the Ukrainian economy highlights the growth in the number of women in leadership roles and entrepreneurship. In 2021, Ukraine ranked second in Europe for the proportion of women in managerial and entrepreneurial positions (self-employed), aligning with global trends towards gender balance in leadership and business [23]. Amid the ongoing full-scale military invasion, Ukrainian women have emerged as leaders in family businesses, stepping into roles traditionally held by men who have enlisted in the military, and demonstrating resilience and innovation in management [20].

Given Ukraine's commitment to achieving gender equality, it is possible to propose a series of recommendations that must be integrated into the professional landscape. By examining the successful practices of companies such as Microsoft, Accenture, and SoftServe, it becomes evident that the primary and initial step is the establishment of a clear organizational goal. This goal serves as the driving force behind the company's efforts, as a well-defined objective allows for concentrated efforts towards gender equality while ensuring that the necessary resources are allocated to support this aim.

A critical aspect of achieving professional equity is investing in women's education to help them realize their career ambitions. Such initiatives may encompass mentoring, leadership training, career development opportunities, and the establishment of resource groups for women. One of the most distinguished programs in Ukraine is the Women Leadership Program, which offers a unique educational platform designed to support and cultivate female leaders in Ukraine, particularly in the context of martial law and post-conflict reconstruction [24].

Additionally, the Women's Leadership Studio focuses on empowering women leaders across various sectors, including healthcare, politics, education, business, and community development, by equipping them with tools to enhance their effectiveness, implement innovative ideas, and challenge stereotypical associations between leadership and masculinity [21]. These programs enable women to demonstrate their capabilities and reach their full potential more swiftly. Furthermore, it is essential to systematically imple-

ment controls over the recruitment, compensation, and promotion processes to mitigate bias and ensure equal opportunities for all employees.

It is also important to highlight the existence of numerous women-centered initiatives in Ukraine, such as the public organization "Women's League," which operate across diverse sectors including the economy, politics, and beyond. Collaborating with these organizations is crucial in supporting women and fostering environments that facilitate their growth and development. Organizational leaders must strive to cultivate a culture of tolerance within the workplace, where employees feel empowered to engage in candid discussions about issues such as inequality.

Providing opportunities for staff to actively contribute to resolving challenges related to the company's organizational culture is vital. This approach will simplify the identification and rectification of gender disparities across all levels of the organization, from smaller teams to larger divisions, and foster improved communication, which in turn enhances team dynamics. It is essential that boards of directors reflect a broad spectrum of diversity. Compensation packages should be based on the employee's performance, skills, and capacity to unlock both personal and organizational potential.

The world is rich with examples of remarkable women who have excelled in their careers, rising to leadership positions where they manage departments or entire organizations. These women serve as powerful role models, motivating others and embodying the immense potential of women in leadership.

Real-life examples of such prominent female leaders deserve recognition, including:

- ✦ Ursula von der Leyen – as the first female President of the European Commission, Ursula von der Leyen has become a key figure in European leadership. Taking office in 2019, she has guided the EU through significant challenges, including the COVID-19 pandemic and climate change. Known for her strategic approach, von der Leyen oversaw the NextGenerationEU recovery plan, focusing on economic rebuilding and sustainability. A strong advocate for gender equality, she has worked to promote diversity within the EU [22]. Her leadership exemplifies the power of women in high-level politics and continues to inspire future female leaders.
- ✦ Claudia Goldin, an American economist and expert on gender issues, in 2023 was awarded the Nobel Prize in Economics for her groundbreaking research on women's earnings and labor market participation over the centuries. Her work provides the first comprehensive

analysis of the gender wage gap, uncovering the historical and societal factors that have perpetuated gender inequality in the workforce [5]. Goldin's research highlights key barriers such as access to education, discriminatory labor practices, and gendered expectations that have shaped women's professional opportunities. She also explores the persistent underrepresentation of women in high-paying and leadership roles, emphasizing the need for structural reforms and policies to achieve gender equality in the workplace.

- ✦ Oleksandra Matviychuk, laureate of the Nobel Peace Prize in 2022, head of the organization "Civil Liberties Center", whose mission is the affirmation of human rights, democracy and solidarity in Ukraine; graduated from the Faculty of Law of Taras Shevchenko National University of Kyiv. "Olexandra Matviychuk's Nobel speech, together with the standard modern Ukrainian image of the speaker herself, became an event in both Ukrainian and world public intellectual life, breaking the pattern of stereotypical provinciality of Ukraine, with its focus on its own problems and pain" [15].

The topic of female leadership and gender equality plays a crucial role in Ukraine's European integration process and is a fundamental aspect of shaping the future worldview of management students. As the country works towards aligning with European values, understanding and addressing gender disparities in leadership roles becomes essential for creating a more inclusive and equitable society. Gender equality is not just a social issue but an economic one, as studies consistently show that organizations with gender-diverse leadership teams are more innovative, productive, and profitable. In the context of Ukraine, where women have historically been underrepresented in top management, promoting gender equality is key to fostering a fairer and more progressive business environment that aligns with the EU's standards.

To gain insights into the understanding and perspectives of future managers regarding gender imbalance, an anonymous survey was conducted among undergraduate students majoring in "Management" of Taras Shevchenko National University of Kyiv across various years of study (first, second, third, and fourth years). This survey aimed to explore how well these students understand the challenges women face in leadership positions and their views on the importance of gender equality in the business world.

The responses from the survey provide valuable data that can inform the development of educational programs and policies aimed at addressing gender im-

balances in leadership, particularly as Ukraine strives to meet the expectations of the European Union concerning gender equality and social justice.

By analyzing the survey results, we can better understand the attitudes of the next generation of managers towards gender equality and identify areas where further education and awareness are needed to ensure that future leaders are prepared to address these critical issues in their professional careers.

A total of 100 students participated in the survey, of which 80% were women and 20% were men. The first question asked respondents what comes to mind when they hear "woman-leader".

The most common responses included terms like "strength" or "strong woman", mentioned over 18 times. Additionally, respondents named prominent female figures like Margaret Thatcher, Angela Merkel, and Ursula von der Leyen.

Students identified several qualities they associate with female leaders:

- ✦ responsibility;
- ✦ calmness;
- ✦ fairness;
- ✦ empathy;
- ✦ cooperative spirit;
- ✦ determination.

When asked about obstacles faced by women in professional paths, students frequently mentioned three primary challenges:

1. Discriminatory attitudes.
2. Balancing work and personal life.
3. Unequal pay.

These were seen as major barriers to women's career advancement, along with limited training and career-building opportunities.

In assessing the influence of female leadership on company success, rated from 1 to 5 (where 5 indicates strong influence), 45 students selected 5, 38 selected 4, and 17 selected 3. Only 2 students believed female leadership has little to no impact, indicating a need for further education in gender studies. The effects of female leadership noted by respondents included:

- 1) Openness to change (82%).
- 2) Improved team cooperation (80%).
- 3) Transformational leadership style (58%).

Regarding actions to promote gender balance in organizations, respondents suggested:

1. Gender-blind hiring and promotion processes.
2. Equal pay policies.
3. Equal opportunities for advancement.
4. Anti-discrimination policies and safe work environments.
5. A comprehensive gender equality policy, with flexible work arrangements and leadership programs for women.

In the final question, 77 students emphasized the importance of gender equality for European integration, while 8 felt it was somewhat important, and 5 saw it as secondary.

A similar survey was conducted by another group of students two years ago, and the results at that time showed comparable trends. The previous survey highlighted key barriers to female leadership, such as gender bias, challenges with work-life balance, and unequal pay. Respondents then, like now, expressed mixed views on the impact of female leadership, with many acknowledging the positive influence on team dynamics and openness to change. Overall, the findings underscored a continued awareness of gender issues and the value of promoting gender equality in management.

Both surveys reflect an awareness of gender-related issues in professional settings. Students across both levels expressed understanding of the challenges women face, with some skepticism regarding the full impact of gender equality. Also, both groups associated positive qualities with female leaders, though some respondents in each survey held stereotypical views about gender suitability for certain roles.

CONCLUSIONS

As a result of the significant advances in civilization during the 21st century, women have transcended traditional, stereotypical perceptions of their societal roles. Today, their social functions have evolved, and women increasingly occupy influential positions, particularly within the realm of leadership and management.

The professional journey of women is complex and fraught with numerous challenges, the overcoming of which leads to the emergence of the phenomenon of female leadership. Contemporary research supports the notion that, within organizational frameworks, adhering to the principles of gender equality and ensuring equal representation of women in management are fundamental for fostering organizational growth and development. Consequently, leading international and Ukrainian companies have adopted various strategies to promote gender equality, including mentorship, leadership development programs, career progression opportunities, initiative-driven projects, the establishment of women's resource groups, and the implementation of equitable compensation practices.

Amid the ongoing full-scale invasion by the aggressor country, which has lasted for over 1000 days, the practices of Ukrainian companies, along with the professional and civic contributions of Ukrainian women, strongly affirm that gender equality is a crucial choice – one that holds value not only at the individual level but also within organizations and across the nation as a whole. Moreover, Ukraine's irreversible

civilizational shift towards achieving gender equality, within the context of the European integration and sustainable development, is significantly reflected in the attitudes of the student population. These students, the future leaders of Ukrainian organizations, will play a pivotal role in advancing gender equity as they assume managerial positions in the years to come.

The ongoing war accelerates the entry of women into the field of Ukrainian business. In 2023, women opened 56% of new sole proprietorships (FOPs) in Ukraine, according to a study by Opendatabot [27]. However, data from KPMG shows that 68 out of the 100 largest companies in Ukraine have no women in top management [10].

Future research should explore the influence of women's leadership on sustainable economic growth and social cohesion, particularly within the framework of Ukraine's European integration efforts. Additionally, examining the long-term impact of gender-diverse leadership on organizational resilience and adaptability in challenging environments could offer valuable insights for both policymakers and business leaders. ■

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UDC 338.2.65.013
JEL: D04; D29; M19; M21
DOI: <https://doi.org/10.32983/2222-4459-2024-11-386-393>

THEORETICAL ASPECTS OF INCREASING THE COMPETITIVENESS OF THE ORGANIZATION BY MANAGING THE PUBLIC RELATIONS SYSTEM

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UDC 338.2.65.013
JEL: D04; D29; M19; M21

Morozova N. L., Kardash M. M., Petrykiva T. V. Theoretical Aspects of Increasing the Competitiveness of the Organization by Managing the Public Relations System

The article highlights issues related to the formation of demand for products, emphasizes the importance of developing an effective strategy for promoting a product or service. Attention is focused on the importance of public relations for new organizations that have not yet found their niche in a competitive market and for existing ones. The paper pays considerable attention to the competitiveness of a banking institution. The article considers the concept of bank competitiveness from the point of view of scientists in terms of determining the key aspects of the bank's activities, including: competition, diversity, evaluation, leadership, system. Based on the analysis of existing interpretations of the concept of bank competitiveness, it is determined that none of them includes aspects of effective management of the public relations system, which is currently important in promoting a banking product to a client. To confirm this statement, the paper examines in detail the essence of PR, provides historical examples of public relations that have become the prototype of current PR campaigns, and considers the main advantages of public relations in comparison with other means of influencing the consumer. The paper notes that PR is a long-term process that requires clear planning, time and step-by-step implementation and involves not only building a reputation but also strengthening trust in the organization. The article defines and reveals the essence of the main stages of PR, which include: setting its tactical goals, assessing the external communication environment, planning a PR campaign; its implementation, control and evaluation of the effectiveness of PR activities. Based on the study, it is noted that an effective PR strategy is the foundation of an organization's growth and competitiveness and therefore it is proposed to expand the main indicators of competitiveness and add an effective PR strategy of the bank to them. The paper examines the impact of external and internal factors on the bank's competitiveness to operate successfully in today's environment and proves that organizations must be able to adapt to changes in the external environment and the banking market, improve strategic management and invest in development for further long-term success.

Keywords: product promotion strategies, bank competitiveness, public relations management, an effective PR strategy of a bank.

Fig.: 2. **Tabl.:** 1. **Bibl.:** 24.

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УДК 338.2.65.013
JEL: D04; D29; M19; M21

Морозова Н. Л., Кардаш М. М., Петрикiвa Т. В. Теоретичні аспекти підвищення конкурентоспроможності організації шляхом управління системою зв'язків з громадськістю

У статті висвітлено питання щодо формування попиту на продукцію, підкреслено важливість розробки ефективної стратегії просування продукції або послуги. Зосереджується увага на значенні зв'язків з громадськістю як для нових організацій, які ще не зайняли свою нішу на конкурентному ринку, так і для вже наявних. У роботі приділено значну увагу конкурентоспроможності банківської установи. Розглянуто поняття конкурентоспроможності банку з погляду науковців щодо визначення ключових аспектів діяльності банку, серед яких: конкуренція, багатогранність,