

DOI: 10.55643/fcaptop.3.62.2025.4806

**Mariia Blikhar**

Doctor of Legal Sciences, Professor,  
Head of the Department of  
Administrative and Informational Law,  
Lviv Polytechnic National University,  
Lviv, Ukraine;  
e-mail: [blikharm@ukr.net](mailto:blikharm@ukr.net)  
ORCID: [0000-0003-2974-0419](https://orcid.org/0000-0003-2974-0419)  
(Corresponding author)

**Halyna Lukianova**

Doctor of Legal Sciences, Professor of  
the Department of Administrative and  
Informational Law, Lviv Polytechnic  
National University, Lviv, Ukraine;  
ORCID: [0000-0003-1109-9299](https://orcid.org/0000-0003-1109-9299)

**Olga Skochyliias-Pavliu**

Doctor of Legal Sciences, Professor of  
the Department of Administrative and  
Informational Law, Lviv Polytechnic  
National University, Lviv, Ukraine;  
ORCID: [0000-0001-6737-7628](https://orcid.org/0000-0001-6737-7628)

**Marianna Povalena**

Candidate of Legal Sciences, Associate  
Professor of the Department of  
Administrative and Informational Law;  
of General Legal Disciplines  
Department, Lviv Polytechnic National  
University; Lviv State University of  
Internal Affairs, Lviv, Ukraine;  
ORCID: [0000-0001-5638-200X](https://orcid.org/0000-0001-5638-200X)

**Mariia Vinichuk**

Candidate of Economy Sciences,  
Associate Professor of the Department  
of Management and Economic  
Security, Lviv State University of  
Internal Affairs, Lviv, Ukraine;  
ORCID: [0000-0002-6588-1254](https://orcid.org/0000-0002-6588-1254)

Received: 14/04/2025

Accepted: 25/05/2025

Published: 30/06/2025

© Copyright  
2025 by the author(s)



This is an Open Access article  
distributed under the terms of the  
[Creative Commons CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/)

# ECONOMIC AND LEGAL ASPECTS OF ENSURING THE SOCIO-ECONOMIC SECURITY OF ENTERPRISES IN THE CONTEXT OF THE INTRODUCTION OF SOCIAL RESPONSIBILITY AND PR COMMUNICATIONS

## ABSTRACT

The purpose of this article is to analyze the specifics and problems of economic and legal regulation of the processes of ensuring the socio-economic stability of enterprises in Ukraine in the context of current challenges and threats and also to determine the impact of corporate social responsibility of business and PR communications on this process. The results of the study give grounds to assert that there are significant problems in ensuring the socio-economic security of enterprises in Ukraine, which have been significantly aggravated by the challenges and dangers of the war of the Russian Federation against Ukraine. The author establishes that the level of socio-economic security of enterprises is decreasing due to large-scale destruction and the inability to carry out financial and economic activities in the territories where active hostilities are taking place and in the frontline zone, due to a significant shortage of labour resources and highly qualified workers, due to an increased tax burden on business entities, as well as due to difficulties in ensuring social protection of employees and proper working conditions. The article reveals the lack of proper mechanisms for economic influence and legal control of problems of ensuring the socio-economic security of enterprises and a systematized regulatory mechanism for its strengthening in the context of the growing influence of war factors. The necessity of forming an effective mechanism for ensuring the socio-economic security of enterprises in Ukraine is proved and one of the important tools for its implementation should be corporate social responsibility of business and PR communications. The main strategic directions of ensuring the socio-economic security of enterprises in Ukraine in the context of the challenges and dangers of our time and intensification of the processes of introducing socially oriented corporate policy of business and PR-communications are proposed, the implementation of which is advisable in such areas as: (1) environmental protection; (2) balancing the domestic labour market and resolving employment problems; (3) development of labour relations.

**Keywords:** socio-economic security of enterprises, corporate social responsibility, challenges, dangers, risks, threats, enterprise, mechanism for ensuring socio-economic security of an enterprise, PR communications

**JEL Classification:** M14, M29

## INTRODUCTION

The current challenges and dangers associated with the growing factors of globalization, geopoliticization, internationalization and Ukraine's armed resistance to the aggression of the Russian Federation cause significant imbalances in the development of the business sector in Ukraine and create significant obstacles to the implementation of financial and economic activities by business entities. It is obvious that the state of security of enterprises in Ukraine does not reflect the desired indicators and parameters of profitability and stability, which significantly reduces the level of their socio-economic security, competitiveness and protection from external and internal risks and threats. These trends were observed in the pre-war period of Ukraine's socio-economic development and especially deepened during the period of Russia's full-scale military invasion and

active hostilities. In today's conditions, the socio-economic factors of ensuring the security of existence and successful functioning of the enterprise, taking into account all aspects of social protection of human resources, are of particular importance, because the presence of a significant number of dangers is an obstacle to the successful implementation of the company's goals, and its personnel need to be guaranteed safe working conditions and an adequate level of quality of life. It becomes apparent that the issues raised in the consideration of legal, financial and economic factors of security and the socio-economic security of enterprises in Ukraine in the context of the challenges and dangers of our time are extremely important, the ongoing hostilities on the territory of Ukraine, massive shelling of civilian and critical infrastructure are causing a transformation of views on the essence of the security aspects of the functioning of business entities and shifting vectors from achieving high rates of social activity of enterprises and their initiatives to implement social projects in the field of education, culture, medicine and ecology to maintaining their financial and economic activities and providing jobs, timely payment of wages to employees, as well as. At the same time, the introduction of corporate social responsibility of business and PR communications at the current stage of instability and uncertainty proves to be an effective tool for strengthening the security of an enterprise in the socio-economic sphere of its activities, since it makes it possible not only to solve the problems of society by investing in healthcare, education, and culture but also to ensure the protection of socially vulnerable groups of the population and to establish effective communication between business and the public, as well as maintaining an ongoing dialogue using modern technologies.

Analyzing the existing scientific views on the problems of ensuring the socio-economic security of enterprises in the context of the introduction of social responsibility and PR communications, it should be noted that in the modern discourse, the main emphasis is placed on the study of socio-economic security of enterprises through the prism of ensuring the welfare of the population and proper living conditions and protection against risks and threats from the external environment. At the same time, the social responsibility of enterprises is seen as the formation of special measures aimed at fulfilling the responsibilities of business structures to society and their compliance with high standards of support for socially vulnerable groups of the population and investment in education, medicine, culture and the environment. At the same time, it is worth noting the rather limited scientific research on the place and role of PR communications in the system of ensuring the social and economic security of enterprises and the introduction of corporate responsibility of business. In view of the above, the research topic is relevant and requires in-depth study.

## LITERATURE REVIEW

The issue of researching theoretical and applied foundations for identifying the features and the difficulties of implementing financial and legal security mechanisms in the socio-economic security of enterprises in Ukraine in the context of the challenges and dangers of our time and intensifying the processes of introducing corporate social responsibility of business and PR communications is reflected in the works of many domestic and foreign scholars. In particular, the essence of socio-economic security of enterprises at a sufficiently high level is disclosed by O. Popelo and M. Dubina (Popelo O.V. & Dubyna M.V., 2023), who argue that in the face of the challenges and dangers of war, the level of security of functioning of domestic enterprises has significantly decreased, and management mechanisms need to be reoriented to anti-crisis principles. At the same time, scholars are of the opinion that the socio-economic security of enterprises should be separated into economic and social security. Accordingly, measures to ensure them should be clearly separated.

Instead, N. Kolenda (Kolenda N. V., 2016) defines the socio-economic security of enterprises as a combination of two systems at the enterprise: ensuring economic and social security and believes that mechanisms for ensuring the socio-economic security of the enterprise should be developed within a specially formed system of socio-economic security management, which separately defines theoretical and applied aspects of economic security and social security. N. Kolenda (Kolenda N. V., 2016) interprets the economic stability of the enterprise, which ensures its protection from risks and threats of socio-economic systems from the impact of existing challenges related to internal processes and the external environment. At the same time, the scientist argues that such a state of security should provide appropriate conditions and opportunities for self-realization and development of the enterprise, guarantee stability and sustainability in the context of a specific level of profitability, as well as consistency and realization of certain economic interests. At the same time, the social security of an enterprise is defined by N. Kolenda (Kolenda N. V., 2016) as a state of the interconnection of entrepreneurial opportunities, human resources and corporate advantages, which guarantees the most efficient use of human capital in the enterprise, stability of the business entity and dynamism of social development, and therefore creates conditions for preventing and preventing internal and external threats. Given the peculiarities of ensuring the economic and social security of an enterprise, the researcher made an attempt to combine them and offers her own vision of the interpretation of the economic and legal category "socio-economic security of an enterprise", which means the state of enterprise's protection against the impact of internal and external threats of an obvious and potential nature, which allows

obtaining opportunities for self-realization and self-development of an enterprise, maximizing the preservation and development of labour potential, ensuring stability, sustainable.

It is obvious that under the influence of the war, the challenges and dangers to the socio-economic security of the enterprise have been actualized and moved to the plane of increasing risks and threats, the most significant of which, as noted by A. Zhurakovska, D. Lukashova and R. Pavlov (Zhurakovskaya A. et al., 2024), are the physical destruction of assets and property of enterprises, increased inflationary factors and instability of the national currency, as well as disruption of logistics chains. Therefore, the formation of a set of measures to effectively counteract destabilizing factors in today's environment is an extremely important task for an enterprise.

The diversity and versatility of approaches to defining the essence of socio-economic security of an enterprise is characterized by the position of A. Malanchuk (Malanchuk A., 2023), who considers it as a continuous, balanced and sustainable development of an economic entity, which is achieved as a result of optimal and efficient use of all types of resources and entrepreneurial opportunities of an enterprise. At the same time, the author believes that the socio-economic security of an enterprise is the state of its protection against internal and external threats, which is achieved through the realization and protection of such socio-economic interests as human and intellectual potential, information resources and technologies, provided that it has competitive advantages and is consistent with strategic goals and objectives. The team of authors of the monographic study (Legalization of the Economy in Ensuring Economic Security of Business Entities and the State, 2021) argue that social factors play a significant role in ensuring stability, security and safety of the enterprise, so their influence should not be levelled, and in case of crisis situations, a set of management measures should be promptly implemented.

Some researchers, in particular Pavlovskiy O., Akimova L., Kotsur V., Hryhoruk P., Zhyhulin O., Karvatska N. et al., studying the security aspects of the functioning of enterprises, focus on the factors of innovation and argue that ensuring the creating conditions for social and economic stability of enterprises in the modern conditions is impossible without taking into account the mechanisms of innovative resource management, and also highlight the importance of introducing corporate social responsibility of business in this process (Pavlovskiy O. et al., 2024; Tubishat Bassam et al., 2024). In this context, S. Suharjo, E. Vati, N. Renaldo, S. Musa and S. Cecilia (Suharjo S. et al., 2024) argue that modern innovative digital technologies significantly accelerate the processes of financial and economic activity of the enterprise, increase the accuracy, timeliness and transparency of data display in accordance with global standards, and therefore should be actively involved by business entities. Moreover, A. Ualieva, M. Zhempiyisov, T. Zhabelova, and K. Nurgalym (Ualiyeva A. et al., 2024) believe that at this stage, along with the factors of innovation, when ensuring the principles of legal regulation of the socio-economic security of enterprises, it is necessary to formulate separate provisions and legislative norms for the integration of marginalized groups into the social support system, which will strengthen the security aspects of the enterprise through tax benefits and a simplified procedure for participation in grant projects, as well as implement the concept of social responsibility and protection of all stakeholders.

V. Demianchuk and P. Bortsevych (Demianchuk V. & Bortsevych P., 2019), A. Kuznetsova (Kuznetsova, A. et al., 2020), also emphasize the importance of the legal aspects of ensuring the socio-economic security of the enterprise and argue that methods of resolving conflict and crisis situations are of great importance in ensuring the socio-economic security of the enterprise. At the same time, scholars believe that the current legislation is quite limited in terms of regulating the basic principles of ensuring the socio-economic security of enterprises, therefore, when resolving issues of crisis management, they are guided by internal local regulations.

In this context, the remarks of J. Heining, W. Jin and S. Changjiang (Haining Ya. et al., 2024) are correct, who are of the opinion that an important aspect in the formation of a system for ensuring the socio-economic security of an enterprise is the development of a system of social security for employees, which creates the appropriate conditions to ensure the protection of the welfare of staff and improve the quality of their lives. A. Rosario and J. Figueiredo (Rosário A. & Figueiredo J., 2024) argue that social security and corporate social responsibility are the driving force behind the creation of the country's national wealth and the key to investment attractiveness, which, in turn, ensures the satisfaction of the interests of the state, society and the individual.

According to L. Chervinska, T. Chervinska, I. Kalina, M. Koval, N. Shulyar, and O. Chernyshov (Chervinska L. et al., 2023), current challenges and dangers have significantly changed the existing views on the study of corporate social responsibility and shifted the emphasis from providing financial support for projects and initiatives to address social problems, support for low-income groups, arrangement of infrastructure facilities, timely payment of fees and charges and creation of conditions for the development of various areas, in particular, education, medicine, culture and ecology, to self-preservation of business entities, organization and conduct of financial and economic activities.

Vladymyr O. & Bazhanova N. (2022) suggest that in times of war, maintaining the ability of enterprises to conduct business, produce products, provide services, create jobs and pay taxes is considered to be the social responsibility of business. In this context, Bezvukh S.V. (2016) notes that the social responsibility of business is aimed at ensuring an adequate level of socioeconomic security for employees and owners of the business entity, as it is interpreted as doing business, taking into account the interests of staff, owners, public authorities and other economic agents, which is aimed at improving the quality of life of individuals and ensuring well-being in society.

It should be noted that the implementation of the principles of social responsibility of business in Ukraine is carried out without clear legislative regulation of such legal relations and in the absence of specially defined mechanisms of organizational and legal support. In contrast, in some countries, such as India, where the level of development of social responsibility of business is not rated high, there is a positive practice of legislative regulation of the rate of payment of monetary payments. As noted by Mishra L. (Mishra, 2020), corporate social responsibility in this country is mandatory under the current legislation, as business entities are obliged to pay 20% of their net average profit for the last three years for the purposes of specifically defined areas. Obviously, such obligations allow to settle the issue of financial support for socially vulnerable groups of the population and to obtain additional resources for solving social problems. Moreover, in this country, it is possible to carry out strategic planning and forecasting of both possible funds for social purposes and the formation of projects with a clear timeline for their implementation, including in the long term.

The studies of other foreign scientific sources give grounds to state that the problem of ensuring the socio-economic security of enterprises is raised rather indirectly. Instead, foreign scholars are of considerable scientific interest in the problematic issues related to the social and ethical responsibility of business entities. At the same time, ensuring the socio-economic security of an enterprise is interpreted and associated with achieving a balance between financial performance and a positive and favourable impact on society in terms of ensuring the well-being of stakeholders.

D. Gallardo-Vazquez, J.C. Sanchez-Dominguez and L.E. Valdes-Juarez (Gallardo-Vázquez D. et al., 2024) note that corporate social responsibility plays an important role in the system of socio-economic security of an enterprise and through the implementation of its concept, the possibility of ensuring sustainable development of the business entity is achieved and its image in society is enhanced. Vladymyr O. and Bazhanova N. (Vladymyr O. & Bazhanova N., 2022) analyzing existing approaches to defining the social responsibility of business, its role in society and the relationship with the socioeconomic security of business entities, concluded that not only the social responsibility of enterprises but also their image and reputation is becoming important, which actualizes the need to develop PR communications and to intensify the need to apply their technologies in practice.

As noted by D. Bukreieva and K. Denysenko (Bukreieva & Denysenko, 2022), the image and reputation of an enterprise play an important role in the participation of business entities in social projects, as the positioning of the enterprise and public trust in it can create not only a safe environment for its operation and form a strong customer base but also achieve high rates of development of its own corporate culture. However, the implementation of the above requires an increased interest in the business entity by the media in terms of covering the results of the enterprise's activities and informing the public about the best practices of social initiatives and their promotion. It is in this context that the need to use modern PR communications is becoming more relevant. Certain developments in this area already exist in Ukraine, in particular, it is worth noting the positive effect of the creation and functioning of a single portal of corporate social responsibility, active information campaigns to support the publication of articles and TV programs on the relevance and implementation of corporate social responsibility, as well as periodic conferences on the implementation and argumentation of the effectiveness of corporate social responsibility.

There are stereotypes about the perception of corporate social responsibility practice as a strategically thought-out and implemented PR of enterprises with the help of PR communications, or a specially developed PR strategy to restore the lost reputation and lowered image. However, A. Otchenko (Otchenko A.O., 2012) provides strong arguments to refute this theory and argues that PR communications help to establish public relations through systematic activities to ensure uniform information interaction and understanding between enterprises and stakeholders on the basis of mutual benefit, coherence of interests and expectations of the public.

The opinion of scientists is shared by E.D. Dzage and D.N. Sabadosh (Dzage E.J. & Szabados G.N., 2024), who also believe that it is corporate social responsibility that increases the business efficiency of an enterprise in the field of ensuring its social and economic security and safety, as the authors have established its close relationship with other socio-economic systems on the basis of ensuring financial and social efficiency, leadership and management skills. At the same time, the researchers found that the implementation of the concept of corporate social responsibility is more effective at large and medium-sized enterprises, while it has been little studied in relation to small businesses.

Having deepened the research in this area, D. Jamali and S. Karam (Jamali D. & Caram Ch., 2016) found that ensuring the socio-economic security of an enterprise is a complex and multi-stage process, and corporate social responsibility of business, as a tool for its strengthening, is more often introduced in highly developed countries than in transitional and developing countries, where it is local in nature.

It becomes apparent that ensuring the socio-economic security of enterprises in Ukraine in the context of the challenges and dangers of our time is a complex process which has been complicated by the factors of Russia's war against Ukraine and which causes significant security problems at the enterprise. An analysis of the literature suggests that Ukraine has significant issues of legal and economic control over the activities of business entities' mechanisms for ensuring the socio-economic security of an enterprise, which can be partially resolved by using such a tool as corporate social responsibility, which is manifested not only by investments in the enterprise's own image but also by awareness of the unity of social space and fulfilment of the duty to society and the State. However, this issue requires in-depth study, and this research topic is of particular relevance.

## AIMS AND OBJECTIVES

The purpose of the article is to analyze the peculiarities and problems of economic and legal regulation of ensuring the socio-economic security of enterprises in Ukraine in the context of modern threats and also to study the impact of corporate social responsibility of business and PR communications on this process. To achieve this research goal, the following tasks need to be addressed, namely:

- based on the analysis of existing scientific approaches to the analysis of features and problems of economic and legal regulation of the processes of ensuring the socio-economic security of enterprises in Ukraine in the context of challenges and dangers of our time and intensification of the processes of corporate social responsibility, to define the essence of socio-economic security of an enterprise;
- to clarify the problematic aspects of ensuring the socio-economic security of enterprises in Ukraine in the context of corporate social responsibility and PR communications.

## METHODS

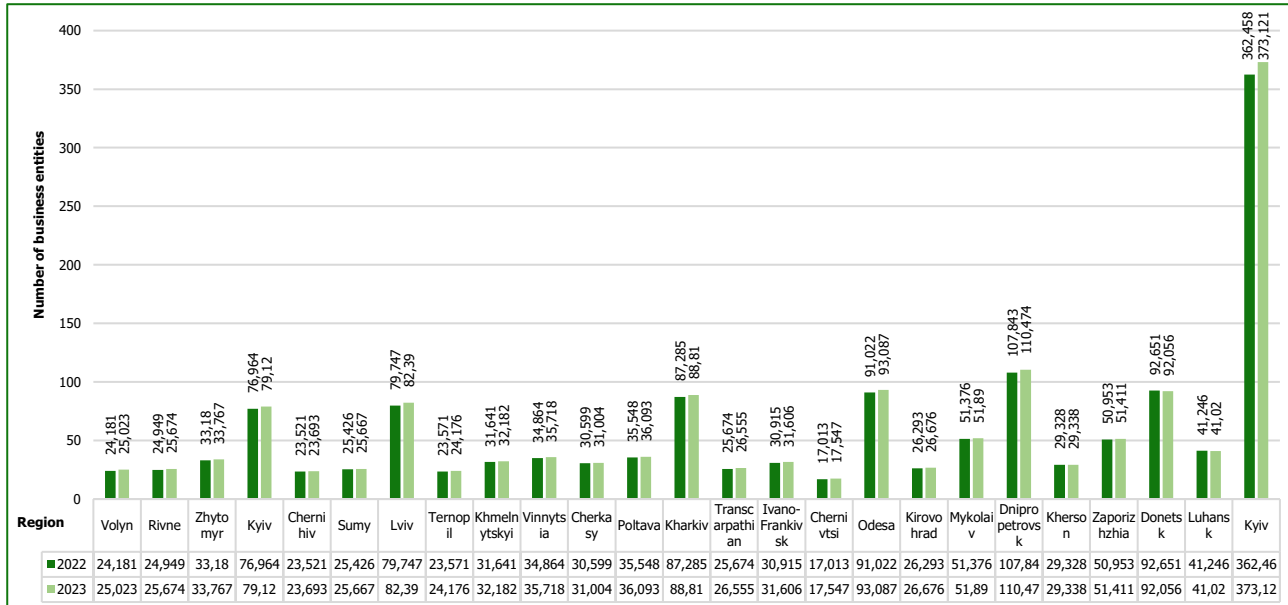
The study uses both general and special scientific methods and economic and legal analysis. In particular, the abstract and logical method, system analysis and synthesis were used to determine the essence of the socio-economic security of an enterprise; the monographic method and the system-logical method were appropriate for clarifying the problematic aspects of ensuring the socio-economic security of enterprises in Ukraine in the context of the challenges and dangers of our time and intensification of the processes of social responsibility of business and PR communications; the method of statistical analysis was applied in the process of conducting empirical research; the method of comparative analysis, generalization and systematization was used to determine the main strategic directions for strengthening the socio-economic security of enterprises, as well as in formulating the results of the study and conclusions.

## RESULTS

The Russian-Ukrainian war has led to a significant number of dangerous and significant destabilizing factors and imbalances in the development of the business sector in Ukraine, causing the destruction of the material base and imbalance in the labour market. The existence and severity of the current crisis situations have made it impossible to respond in a timely and effective manner to the challenges and dangers of our time, and the continuation of the active phase of hostilities is intensifying the processes of loss of financial, investment and human resources. Obviously, such circumstances do not contribute to the sustainable development of enterprises in Ukraine, and also reduce their level of security in terms of ensuring high indicators of socio-economic development. Ensuring the socio-economic security of an enterprise is impossible without the formation of an effective mechanism to guarantee safe conditions for its functioning, which, unfortunately, cannot be achieved at this stage, since the situation in Ukraine and in the domestic market is unpredictable, certain actions of the State in the context of the introduction of a special legal regime of martial law restrict the rights of business entities, and financial resources are insufficient, which is exacerbated by the low level of purchasing power of the population, complex logistics and insignificant exports.

It should be acknowledged that a fairly large number of enterprises are operating in Ukraine during the war, most of which are located in highly developed regions of the country (Figure 1), namely in Kyiv, Dnipro, Odesa, and Kharkiv regions. In

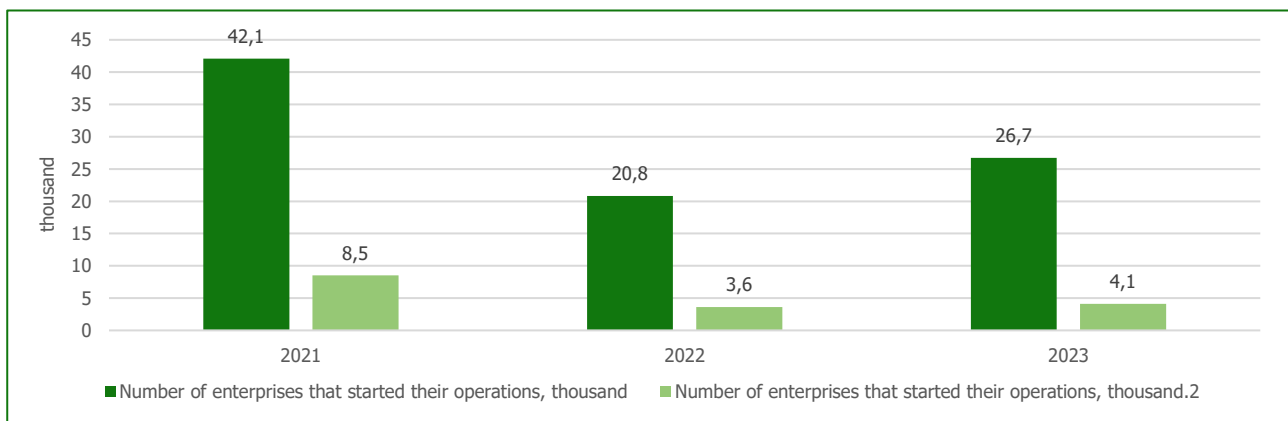
general, as of 2022, there were 1,458,248 enterprises operating in Ukraine, the number of which increased to 1,488,98 enterprises by 2023. This data proves that the modern philosophy of corporate social responsibility is implemented within the framework of maintaining the financial and economic activities of enterprises, which allows them to pay taxes and fees to the budgets of the state and local levels, pay salaries on time, and participate in the implementation of social projects.



**Figure 1. Dynamics of the number of registered business entities in Ukraine by regions in 2022-2023.** (Source: calculated on the basis of: *Assessing the impact of the war on micro, small and medium-sized enterprises in Ukraine, 2024*)

However, the level of socio-economic security of enterprises in Ukraine remains quite low due to the inability of enterprises to ensure proper conditions for their financial and economic activities and the unpredictable behaviour of economic agents, due to changes in legislation and the establishment of certain restrictions on the functioning of business entities in the conditions of war.

Moreover, the analysis of the number of enterprises that registered and ceased operations in 2021-2023 (Figure 2) shows a downward trend in the registration of business entities during the war. Thus, in pre-war 2021, 42.1 thousand enterprises were registered, in 2022 the number of newly registered enterprises decreased to 20.8 thousand, and in 2023 there was a slight increase to 26.7 thousand, but the pre-war figure was not reached. At the same time, the number of companies that ceased operations also does not show a steady trend of change. In 2021, their number was estimated at 8.5 thousand, in 2022 - 3.6 thousand, and 4.1 thousand in 2023. It should be noted that statistics for 2024 for the analyzed indicators are currently unavailable. In other words, Ukraine is facing a situation in which, from the strategic perspective, there are risks of a decrease in tax payments and problems with the employment of the population, and, accordingly, with ensuring an adequate level of life and security of existence in society.



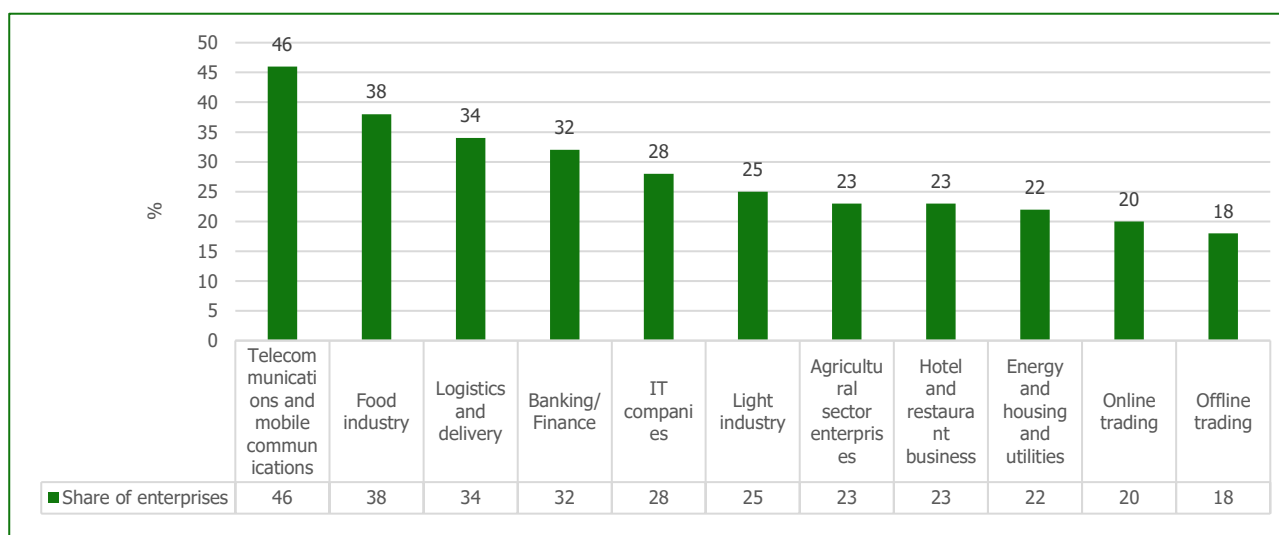
**Figure 2. Dynamics of the number of companies registered and the number of companies that ceased operations in 2021-2023.** (Source: calculated on the basis of: *YouControl, 2023*)

The main reasons for the suspension of operations of enterprises are the loss of Ukrainian territories as a result of the occupation by Russia, the severance of significant economic ties and the trade blockade, as well as the shortage of labour due to increased mobilization measures and massive out-migration of the population. Obviously, this situation has caused a number of significant problems, in particular, the processes of forced unemployment, migration, and internal displacement of the population have intensified, which indicates a decrease in the socio-economic security of enterprises and the presence of significant crisis situations at them, which has aggravated the problem of business interaction with the public and a decrease in the level of corporate social responsibility to society and the state, which provides for the establishment of a relationship between the state, business entities and the judiciary. Instead, there is a noticeable reorientation from the goals of stabilizing the development of enterprises to ensuring their existence in the face of current challenges and dangers. It should be noted that along with this, public relations are gaining importance, so the effective use of PR communications will allow to quickly achieve the desired effect in the short term and in the strategic perspective. In addition, PR communications are an effective tool for information interaction between business entities and other stakeholders and economic agents, which allows them to participate in the implementation of public initiatives and programs of socio-economic progress at the regional and local levels, as well as a tool for positioning business entities as socially responsible business structures.

The situation with small business entities is more critical and catastrophic. According to the data from the analyzed literature (Sytnyk Y. & Yurchenko G., 2021), modern business is not fully aware of the importance of corporate social responsibility to society, therefore, it does not put its importance at the forefront of the formation of strategic goals, but is limited to compliance with legal norms in its implementation and unsystematic participation in charitable projects. Obviously, such an attitude of business entities to the social aspects of ensuring the effective functioning of enterprises does not contribute to strengthening social security and human resources protection.

It is worth recognizing that at the present stage, the corporate social responsibility of business in Ukraine has changed significantly, and in the context of the introduction of a special legal regime of martial law, it involves the formation of new areas, in particular, military assistance and volunteer activities.

Empirical assessments of the social activity of enterprises in Ukraine during the war in 2022-2024 by individual sectors of the economy (Figure 3), conducted by the research company Factum Group Ukraine, suggest that the largest share of assistance and implementation of social initiatives is provided by telecommunications and mobile communications enterprises (46%), food industry enterprises (38%), and enterprises in the field of logistics and delivery (34%). In addition, most domestic enterprises restructured their budgets during the war and included social responsibility as a separate item in their budget balance sheets.



**Figure 3. The share of enterprises in certain sectors of the economy that provide social assistance as part of the implementation of social responsibility projects in Ukraine in 2022-2024.** (Source: calculated based on: (Social responsibility of business in wartime, 2024)

In this context, the need to form a set of measures to ensure and strengthen the socio-economic security of the enterprise, taking into account social initiatives of business, is becoming more relevant. Therefore, it remains important to incorporate the corporate social responsibility strategy into the overall enterprise management strategy. Moreover, the regulatory document (On Approval of the Concept of Implementation of the State Policy in the Field of Promoting the Development

of Socially Responsible Business in Ukraine for the Period up to 2030, 2020) regulates the introduction of modern mechanisms for the interaction of business entities and business structures with the state and society on the basis of joint and mutual responsibility of all participants for further socio-economic development. As a result, ensuring an adequate level of social and economic well-being of citizens' enterprise will be achieved through compliance with high standards of production and operational activities, as well as through compliance with social standards and quality of work with personnel, and, last but not least, strengthening trust between the state, society and business, and, therefore, all together will lead to an increase in the performance and profitability of enterprises. It is worth noting that Ukraine has significant entrepreneurial potential, even in times of war, and the growth in the number of business entities in 2022-2023 is proof of this.

However, it has been established that the social responsibility of business during the war has significantly changed and reformatted to the principles of preserving the viability of enterprises, ensuring conditions for job security, and timely payment of taxes and salaries. In addition, increased instability and uncertainty necessitate additional measures to improve social responsibility projects. In particular, it is important to:

- develop and implement programs to support the development of corporate social responsibility of enterprises at the national level;
- strengthen legislation to address the problematic aspects of introducing corporate social responsibility, which is currently extremely weak, and providing for opportunities to unify and create documentation in the field of corporate social responsibility
- develop models of cooperation between business structures, governmental authorities of different levels and non-governmental organizations to implement joint social programs and initiatives;
- form ratings of socially responsible enterprises;
- develop mechanisms for granting tax benefits and preferences to socially responsible enterprises;
- provide opportunities for enterprises to participate in volunteer activities.

However, in our opinion, it is worth highlighting and detailing the main strategic directions of ensuring the socio-economic security of enterprises in Ukraine in the context of the challenges and dangers of our time and the intensification of the processes of introducing corporate social responsibility of business and PR communications, which are systematized in Figure 4.



**Figure 4. Key areas of corporate social responsibility.** (Source: calculated on the basis of: On Approval of the Concept of Implementation of the State Policy in the Field of Promoting the Development of Socially Responsible Business in Ukraine for the Period up to 2030, 2020)

It should be emphasized that the development of a set of measures to ensure and strengthen the socio-economic security of the enterprise, taking into account social initiatives of business, should take into account the main areas of ensuring the financial and economic activities of the enterprise and establishing its relations with the state and society. Therefore, ensuring corporate social responsibility in the field of environmental protection, employment and labour relations is of paramount importance. In our opinion, this list of the main areas of corporate social responsibility at the enterprise is not exhaustive, and in times of war, it is advisable to focus on the participation of business entities in projects for the construction of social housing and solving the housing problems of internally displaced persons. On the other hand, there is a need to support treatment and adaptation programs for military personnel and provide medical facilities with the necessary equipment. In this context, the problem of using PR communications to help quickly exchange information between business entities, the state, and society and identify problematic issues that need to be addressed with business support becomes particularly acute.

Obviously, the desired effect can be achieved only if the development and implementation of a wide range of measures to protect the financial and economic activities of the enterprise, ensure safe working conditions and establish effective interaction with the state and society is comprehensive, systematic and versatile, which will allow achieving high indicators of social and economic security of the enterprise.

## DISCUSSION

The results of the study revealed a significant negative impact of the current challenges and dangers on the socio-economic security of enterprises in Ukraine. Both domestic and foreign scholars are actively interested in this issue, in particular, N. Kolenda (Kolenda N. V., 2016) argues that the essence of socio-economic security of an enterprise should be considered through the prism of a clear distinction between its economic and social components. A. Zhurakovska, D. Lukashova, and R. Pavlov take a risk-oriented approach to the interpretation of the social and economic security of enterprises (Zhurakovska A. et al., 2024). We agree with the opinion of scientists and believe that the presence of risks and threats necessitates the search for effective mechanisms to overcome crisis situations and overcome existing problems of the functioning of enterprises in Ukraine, as well as their interaction with the state and society. Based on the analysis of various scientific sources, we can state the following, shows that the socioeconomic security of an enterprise is interpreted as a state of its protection from the destabilizing impact of internal and external threats, risks and dangers, which creates optimal conditions for ensuring the basic principles of successful self-development of an enterprise and allows it to be realized on the basis of profitability in compliance with the principles of protection and development of labour potential and initiation of public initiatives.

In today's conditions, one of the effective tools for strengthening the socio-economic security of enterprises is the introduction of corporate social responsibility, as well as the adaptation of the processes of business interaction with the public, which involves the use of a wide range of PR communications. Corporate social responsibility has been studied at a sufficiently high scientific level in foreign countries (Haining Ya. et al., 2024; Rosário A.T. & Figueiredo J., 2024; Mishra L., 2020; Dzage E.J. & Szabados G.N., 2024) and is not only an investment in the company's own image but also the company's obligations to society and the state to support public initiatives and implement various public projects.

At the same time, the issue of studying PR communications in the system of ensuring the socio-economic security of enterprises through the prism of implementing the principles of corporate social responsibility is studied rather indirectly, and their perception is mostly limited to their use as a means of public relations. We consider this approach to be insufficiently justified and argue that PR communications can help to quickly achieve the goals of corporate social responsibility and improve the image of socially responsible enterprises.

The study proposes strategic directions for ensuring corporate social responsibility using PR communications, which include the implementation of programs to support the development of corporate social responsibility of enterprises at the national level; strengthening legislation to address the problematic aspects of introducing corporate social responsibility and providing for opportunities for unification and formation of documentation in the field of corporate social responsibility; developing models of cooperation between business structures, government authorities at various levels, and NGOs to implement joint social programs and initiatives; rating socially responsible enterprises; developing mechanisms for granting tax benefits and preferences to socially responsible enterprises; providing opportunities for enterprises to participate in volunteer activities, allowing them to expand their sphere of influence and emphasizing the need to develop a set of measures to ensure the social and economic security of the enterprise, taking into account the trends and principles of socially responsible business.

Undoubtedly, achieving a positive result in ensuring the socio-economic security of an enterprise depends on solving military problems and on the promptness of resolving a military conflict, on the unfolding situation on the battlefield and on the political will of all parties to the military conflict to end the war.

## CONCLUSIONS

Thus, the conducted research on the features and problems of economic and legal regulation of the processes of ensuring the socio-economic security of enterprises in Ukraine in the context of the challenges and dangers of our time and the intensification of the processes of introducing corporate social responsibility of business and PR communications gives grounds to state that there are a significant number of destabilizing factors of entrepreneurship development in the country, which significantly reduce the level of socio-economic security of enterprises and provoke the emergence of risks and threats to the functioning of the enterprise. Based on the conducted research, it is found that the problem of studying the socio-economic security of enterprises is quite relevant and is reflected in the works of many scholars who define its essence and features of ensuring it in conditions of instability and uncertainty. It has been established that the difficult socio-economic and socio-political situation in Ukraine has a significant impact on the socio-economic security of enterprises in Ukraine. The necessity of forming an effective mechanism for ensuring the socio-economic security of enterprise is proven, one of the important tools for its implementation should be corporate social responsibility and PR communications. However, it has been found that the social responsibility of business in wartime has significantly changed and involves volunteer activities and military support, in addition to civilians. In addition, the implementation of the principles of corporate social responsibility of enterprises has shifted to preserving the vital activity of enterprises and in the context of this, timely payment of wages to employees, preservation of jobs and payment of taxes and fees. On the basis of systematized conclusions, the main directions of ensuring corporate social responsibility are proposed, namely, a clear distinction between social responsibility measures in the fields of environmental protection, employment, and labour relations.

Prospects for further scientific research on this topic are to deepen the study of the mechanism for ensuring the socio-economic security of enterprise in the context of challenges and dangers of the russian-Ukrainian war.

---

## ADDITIONAL INFORMATION

---

### AUTHOR CONTRIBUTIONS

*All authors have contributed equally.*

### FUNDING

*The Authors received no funding for this research.*

### CONFLICT OF INTEREST

*The Authors declare that there is no conflict of interest.*

## REFERENCES

1. Assessing the impact of the war on micro, small and medium-sized enterprises in Ukraine. Center for Economic Recovery and the Ministry of Economy of Ukraine. (2024). <https://www.undp.org/sites/g/files/zskgke326/files/2024-04/undp-ua-smb-2024.pdf>
2. Bezvukh, S.V. (2016). Social responsibility of business in times of conflict. *Economy and society*, 3, 123 – 129. [https://economyandsociety.in.ua/journals/3\\_ukr/22.pdf](https://economyandsociety.in.ua/journals/3_ukr/22.pdf)
3. Bukreeva, D.S., & Denysenko, K.V. (2022). Social responsibility of business as a basis for ensuring business activity of enterprises: European integration aspect. *Economy and Society*, 38. <https://doi.org/10.32782/2524-0072/2022-38-52>.
4. Chervinska, L., Chervinska, T., Kalina, I., Koval, M., Shulyar, N., & Chernyshov, O. (2023). Social responsibility of business in wartime. *Financial and Credit Activity Problems of Theory and Practice*, 6(53), 405–416. <https://doi.org/10.55643/fcaptop.6.53.2023.4187>.
5. Demianchuk, V., & Bortsevych, P. (2019). Comparative Legal Aspects of Ensuring the Economic Security of Companies in Resolving Corporate Conflicts in Ukraine and the United States. *Baltic Journal of Economic Studies*, Publishing house "Baltija Publishing", 5(1). <https://doi.org/10.30525/2256-0742/2019-5-1-54-58>
6. Dzage, E.J., & Szabados, G.N. (2024). The Relationship of Corporate Social Responsibility with Business Performance –

- A Bibliometric Literature Review. *Sustainability*, 16(7), 2637. <https://doi.org/10.3390/su16072637>
7. Gallardo-Vázquez, D., Sánchez-Domínguez, J.d.I.C., & Valdez-Juárez, L.E. (2024). Corporate social responsibility and sustainable development goals in higher education: a literature review from 2014 to 2023. *The Bottom Line*. <https://doi.org/10.1108/BL-08-2023-0232>
  8. Haining, Ya., Zijin, W., & Changjiang, Sh. (2024). How does Social Security contribution affect Enterprise performance: A perspective based on new structural Economics. *Economic Analysis and Policy*, 84, 1596–1607. <https://doi.org/10.1016/j.eap.2024.10.035>
  9. Jamali, D., & Caram, Ch. (2016). Corporate Social Responsibility in Developing Countries as an Emerging Field of Study. *International Journal of Management Reviews*, 20(1), 32–61. <https://doi.org/10.1111/ijmr.12112>
  10. Kolenda, N. V. (2016). The concept of socio-economic security of the enterprise. *Economy and society*, 7, 672–678. <https://evnuir.vnu.edu.ua/bitstream/123456789/12361/3/113.pdf>
  11. Kuznetsova, A., Samorodov, B., Azarenkova, G., Oryekhova, K., & Babenko, M. (2020). Operational control over the financial stability of banking. *Banks and Bank Systems*, 15(1), 51-58. [http://dx.doi.org/10.21511/bbs.15\(1\).2020.06](http://dx.doi.org/10.21511/bbs.15(1).2020.06)
  12. Revak, I. et al. (2021). Legalization of the economy in ensuring economic security of economic entities and the state: a collective monograph. Lviv: SPOLOM. <http://dspace.lvduvs.edu.ua/handle/1234567890/3603>
  13. Malanchuk, A. (2023). Characterization of the basic principles of the management mechanism for ensuring the socio-economic security of the enterprise. *Topical issues in modern science*, 4(10), 30–36. [https://doi.org/10.52058/2786-6300-2023-4\(10\)-30-36](https://doi.org/10.52058/2786-6300-2023-4(10)-30-36)
  14. Mishra, L. (2020). Corporate Social Responsibility and Sustainable Development Goals: A Study of Indian Companies. *Journal of Public Affairs*, 21(1). <https://doi.org/10.1002/pa.2147>
  15. On Approval of the Concept of Implementation of the State Policy in the Field of Promoting the Development of Socially Responsible Business in Ukraine for the Period up to 2030: Order of the Cabinet of Ministers of Ukraine No. 66-r of 24.01.2020. [https://zakon.rada.gov.ua/laws/show/66-2020-p?find=1&text=6e3nek#w1\\_5](https://zakon.rada.gov.ua/laws/show/66-2020-p?find=1&text=6e3nek#w1_5)
  16. Otchenko, A.O. (2012). The role of PR communications in the development of corporate social responsibility. *Bulletin of Dnipropetrovsk University*, 9(2), 20–25. <https://visnukpfs.dp.ua/index.php/PFS/article/view/157/183>
  17. Pavlovskiy, O., Kotsur, V., Akimov, O. et al. (2024). International migration in the context of financial and economic security: The role of public administration in the development of national economy, education, and human capital. *Edelweiss Applied Science and Technology*, 8(6), 1492–1503. <https://doi.org/10.55214/25768484.v8i6.2265>
  18. Popelo, O. V., & Dubyna, M. V. (2023). Theoretical aspects of ensuring the economic security of construction enterprises in the context of increasing their competitiveness. *Economy and society*, 54. <https://doi.org/10.32782/2524-0072/2023-54-77>
  19. Rosário, A., & Figueiredo, J. (2024). Sustainable entrepreneurship and corporate social responsibility: Analysing the state of research. *Sustainable Environment*, 10(1). <https://doi.org/10.1080/27658511.2024.2324572>
  20. Social responsibility of business in wartime. (2024). Factum Group Ukraine. <https://cases.media/news/socialna-vidpovidalnist-biznesu-v-umovakh-viini>
  21. Suhardjo, S., Wati, Y., Renaldo, N., Musa, S., & Cecilia, C. (2024). Implementation of Digital Accounting on the Effectiveness of Corporate Social Responsibility and Environmental, Social, and Governance Reporting. *Interconnection: An Economic Perspective Horizon*, 2(1), 41–49. <https://doi.org/10.61230/interconnection.v2i1.90>
  22. Sytnyk, Y., & Yurchenko, G. (2021). Actualization of the concept of corporate social responsibility in the model of economic development of Ukraine. *Economy and society*, 24. <https://doi.org/10.32782/2524-0072/2021-24-21>
  23. Tubishat, B., Hryhoruk, P., Zhyhulin, O., Karvatska, N., et al. (2024). Sustainable legal development in the region: strategy for integrating e-commerce platforms in the domestic market in the era of industry 5.0. *International Journal of Sustainable Development and Planning*, 19, 2221–2228. <https://doi.org/10.18280/ijstdp.190621>
  24. Ualiyeva, A., Zhempiissov, N., Zhabelova, T., & Nurgalym, K. (2024). Legal regulation of social entrepreneurship focused on the integration of marginalised groups into society. *Social and Legal Studios*, 7(4), 170-180. <https://doi.org/10.32518/sals4.2024.170>
  25. Vladymyr, O., & Bazhanova, N. (2022) Social challenges and social responsibility of business in wartime. *Socio-Economic Problems and the State (electronic journal)*, 27(2), 45-62. <http://sepd.tntu.edu.ua/images/stories/pdf/2022/22vomucv.pdf>
  26. YouControl. (n.d.). Market. Інформафіка. Opendatabot: 2.7 times fewer companies will close in 2023. <https://opendatabot.ua/analytics/bankrupts-and-closed-companies-2023>
  27. Zhurakovskaya, A., Lukashova, D., & Pavlov, R. (2024). Challenges and specifics of ensuring economic security of the enterprise in crisis conditions. *Economy and Society*, 68. <https://doi.org/10.32782/2524-0072/2024-68-100>

*Бліхар М., Лук'янова Г., Скочиляс-Павлів О., Повалена М., Вінчук М.*

## **ЕКОНОМІКО-ПРАВОВІ АСПЕКТИ ЗАБЕЗПЕЧЕННЯ СОЦІАЛЬНО-ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВ В УМОВАХ ЗАПРОВАДЖЕННЯ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ ТА PR-КОМУНІКАЦІЙ**

Метою статті є дослідження особливостей та проблем економіко-правового регулювання процесів забезпечення соціально-економічної безпеки підприємств в Україні в умовах викликів і небезпек сучасності та виявлення впливу на неї корпоративної соціальної відповідальності бізнесу та PR-комунікацій. Результати проведених досліджень дають підстави стверджувати, що в Україні присутні значні проблеми забезпечення соціально-економічної безпеки підприємств, які істотно поглибилися викликами і небезпеками війни російської федерації проти України. Встановлено, що рівень соціально-економічної безпеки підприємств знижується внаслідок масштабних руйнувань та неможливості здійснювати фінансово-господарську діяльність на територіях, де ведуться активні бойові дії й у прифронтній зоні, через значний дефіцит трудових ресурсів і висококваліфікованих працівників, у зв'язку із посиленням податкового навантаження на суб'єктів господарювання, а також через складнощі забезпечення соціальної захищеності працівників й належних умов праці. Виявлено відсутність належного економіко-правового регулювання проблем забезпечення соціально-економічної безпеки підприємств та систематизованого нормативно-правового механізму її зміцнення в умовах посилення впливу чинників війни. Доведено необхідність формування ефективного механізму забезпечення соціально-економічної безпеки підприємств в Україні, одними із важливих інструментів реалізації якого повинна стати корпоративна соціальна відповідальність бізнесу та PR-комунікації. Запропоновано основні стратегічні напрямки забезпечення соціально-економічної безпеки підприємств в Україні в умовах викликів і небезпек сучасності та інтенсифікації процесів запровадження корпоративної соціальної відповідальності бізнесу та PR-комунікацій, реалізація яких доцільною виявляється у таких сферах як: (1) захист навколишнього середовища; (2) збалансування вітчизняного ринку праці та врегулювання проблем зайнятості; (3) розвиток трудових відносин.

**Ключові слова:** соціально-економічна безпека підприємств, корпоративна соціальна відповідальність, виклики, небезпеки, ризики, загрози, підприємство, механізм забезпечення соціально-економічної безпеки підприємства, PR-комунікації

**JEL Класифікація:** M14, M29