

PERSONNEL POLICY OF PUBLIC ADMINISTRATION

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STATE POLICY OF HUMAN RESOURCE DEVELOPMENT IN THE SOCIAL AND HUMANITARIAN SPHERE OF UKRAINE: CHALLENGES AND INNOVATIONS IN THE CONTEXT OF POST-WAR RECONSTRUCTION

The article examines the current state and prospects of state policy development for human resource formation in the social and humanitarian sphere of Ukraine. The research analyzes the interaction between traditional approaches and innovative solutions in the context of post-war reconstruction and European integration processes. The study reveals contradictory trends in the development of educational, healthcare, and cultural institutions, which are characterized by simultaneous preservation of traditional management models and attempts to implement European standards. Based on sociological data analysis and expert assessments, the article identifies key challenges facing the state policy of human resource development, including demographic crisis, migration processes, institutional instability, and insufficient funding. The research demonstrates that successful implementation of innovations in the social and humanitarian sphere requires careful consideration of Ukrainian cultural traditions and mentality, as well as development of adaptive management mechanisms. The article proposes a conceptual framework for balancing traditional and innovative approaches in human resource policy, emphasizing the importance of creating favorable conditions for professional development and retention of qualified specialists. Special attention is paid to the role of digitalization and European integration in transforming approaches to human resource management in the social and humanitarian sphere. The findings indicate that effective state policy should be based on the principle of complementarity between traditional values and modern requirements, ensuring

sustainable development of the social and humanitarian sphere while preserving national identity.

Keywords: *state policy, human resources, social and humanitarian sphere, innovations, traditions, post-war reconstruction, European integration, Ukraine.*

Introduction. The social and humanitarian sphere of Ukrainian society represents a complex space of interaction between traditions and innovations, which has attracted significant attention from researchers since the beginning of independence and particularly intensified during the post-war reconstruction period. Over three decades, traditional approaches in Ukrainian society have been under pressure from social, economic, cultural, political, and technological innovations, yet traditions consistently resist the penetration of innovations that threaten established ways of life [1]. This resistance is particularly pronounced in Ukraine, as many innovations appear foreign to national traditions and customs, while being promoted by certain political forces and groups that do not adequately consider the traditional foundations of Ukrainian social realities.

The current state of Ukraine's social and humanitarian sphere reflects the complex interaction between the need for modernization and the preservation of cultural identity. The ongoing European integration processes, coupled with post-war reconstruction challenges, create unique conditions that require careful balance between innovation implementation and tradition preservation. Understanding these dynamics becomes crucial for developing effective state policies in human resource development, particularly in education, healthcare, culture, and social services.

The crisis nature of Ukrainian society's functioning in all vital spheres has necessitated sociological understanding of causes, influencing factors, social resources, and consequences of dynamic transformations. This understanding at the level of sociological research continues to evolve, as Ukrainian society still faces the necessity of solving social problems generated by periods of fundamental reforms and external challenges [2].

Literature Review and Problem Statement. Contemporary research on state policy in the social and humanitarian sphere reveals significant theoretical and practical gaps in understanding effective human resource development mechanisms. Leading Ukrainian scholars have made substantial contributions to this field, with Obolenskyi [3] examining modernization processes in public administration and Kuybida [5] analyzing governance structures and

institutional foundations. Their work demonstrates that successful transformation requires careful consideration of national specificities and cultural contexts.

Ukrainian scholars have extensively studied public administration challenges, with Honcharuk [3] analyzing human resource management in the European integration context, while Bevzenko [2] shows that social inequalities in healthcare and education significantly limit innovative potential. Lyashenko [6] and Matvienko [7] have examined social well-being dynamics and European integration impacts respectively, while Mishchenko [8] provides critical analysis of tradition-innovation interactions in Ukrainian society. Current research gaps include insufficient understanding of how traditional Ukrainian mentality affects European management practice acceptance, limited analysis of effective innovation integration mechanisms, and inadequate exploration of sustainable human resource development models that respect cultural traditions while promoting modernization [10,11].

Research Objectives and Tasks. The main objective of this research is to analyze the current state of state policy in human resource development within Ukraine's social and humanitarian sphere and to identify effective mechanisms for balancing traditional approaches with innovative solutions.

The research tasks include: first, examining the interaction dynamics between traditions and innovations in Ukraine's social and humanitarian sphere; second, analyzing the current challenges facing human resource development in the context of post-war reconstruction; third, evaluating the effectiveness of existing state policies and identifying areas for improvement; fourth, developing recommendations for optimizing state policy approaches to human resource development that consider both European integration requirements and Ukrainian cultural specificities.

Presenting main material. The analysis of Ukraine's social and humanitarian sphere reveals significant challenges that directly impact human resource development effectiveness. Recent sociological studies conducted by leading Ukrainian research institutions demonstrate that the absolute majority of Ukrainian citizens across all regions experience constant anxiety and concerns related to negative social phenomena [6]. Among the problems that concern Ukrainians most critically, socio-economic issues take the leading position, including rising utility costs, poverty levels, low salaries and pensions, and poor quality of medical services. The demographic situation in Ukraine presents particular challenges for human resource

development. The ongoing war has accelerated migration processes, resulting in significant loss of qualified personnel in the social and humanitarian sphere. Educational institutions face severe staffing shortages, healthcare systems struggle with medical professional retention, and cultural institutions experience difficulties in maintaining qualified staff. These challenges are compounded by inadequate funding and institutional instability that characterizes the current transitional period.

European integration processes create additional complexity in human resource development. While providing opportunities for professional development and international cooperation, they also demand rapid adaptation to new standards and requirements that may conflict with established Ukrainian practices. The implementation of European Union directives in education, healthcare, and social services requires significant investment in staff training and institutional capacity building [7]. The digitalization of public services represents both an opportunity and a challenge for human resource development. While digital technologies can enhance service delivery efficiency and accessibility, they require substantial investment in staff training and technological infrastructure. The success of digitalization initiatives depends largely on the ability of human resources to adapt to new working methods and tools.

The interaction between traditional approaches and innovative solutions in Ukraine's social and humanitarian sphere reflects broader societal tensions between preservation of national identity and modernization requirements. Ukrainian citizens demonstrate complex attitudes toward change, with recent surveys indicating that while there is demand for improvements, there is also strong attachment to traditional values and approaches [8]. In the education sector, attempts to implement European standards through various reform initiatives have met with mixed results. The integration of competency-based approaches and student-centered learning methods represents significant innovation, yet implementation success varies considerably across institutions and regions. Traditional pedagogical approaches, deeply rooted in Ukrainian educational culture, continue to influence teaching practices and administrative procedures.

Healthcare system transformation presents similar challenges, where efforts to implement modern management practices and service delivery models must contend with established professional cultures and patient expectations. The introduction of electronic health records, telemedicine services, and performance-based management systems requires

Careful consideration of both technical capabilities and cultural acceptance [9]. Cultural institutions face particular challenges in balancing preservation of traditional Ukrainian culture with contemporary creative expression and international cooperation. State policy must support both the maintenance of cultural heritage and the development of innovative cultural programs that engage younger generations and international audiences.

The implementation of state policy in human resource development faces multiple challenges that reflect the broader complexity of Ukrainian society's transformation. Institutional capacity limitations represent a fundamental constraint, as many public institutions lack the administrative and technical capabilities required for effective policy implementation. This situation is particularly pronounced in rural areas and smaller urban centers, where human resource development opportunities are significantly limited. Financial constraints continue to restrict policy implementation effectiveness. Despite increased attention to social and humanitarian sphere development in recent years, funding levels remain insufficient to support comprehensive human resource development programs. This situation forces policy makers to prioritize certain areas while neglecting others, resulting in uneven development across different sectors and regions [10].

Coordination challenges between different levels of government and various public institutions create additional implementation difficulties. The complex administrative structure of Ukraine's public sector requires sophisticated coordination mechanisms to ensure effective policy implementation. However, such mechanisms are often lacking or insufficient, resulting in fragmented and inconsistent policy outcomes. Professional resistance to change represents another significant implementation challenge. Many professionals in the social and humanitarian sphere have developed expertise and career investments in traditional approaches, making them reluctant to embrace innovations that may threaten their professional status or require extensive retraining.

European integration processes significantly influence human resource development policies in Ukraine's social and humanitarian sphere. The Association Agreement with the European Union establishes specific requirements for institutional development and professional standards that must be reflected in human resource policies. These requirements create both opportunities and challenges for Ukrainian institutions. The adoption of European Union directives in various areas necessitates extensive staff training and institutional

capacity building. Professional certification and qualification recognition systems must be aligned with European standards, requiring significant investment in training programs and quality assurance mechanisms. This process is particularly complex in healthcare and education, where professional standards have significant implications for service quality and public safety.

European funding programs provide important opportunities for human resource development, yet accessing these funds requires sophisticated project management capabilities and compliance with complex administrative requirements. Many Ukrainian institutions struggle to meet these requirements, limiting their ability to benefit from available opportunities [11]. The mobility opportunities created by European integration, while providing valuable professional development experiences, also contribute to brain drain challenges. Many qualified professionals pursue opportunities in European Union countries, leaving Ukrainian institutions with staffing shortages and reduced capacity for innovation and development.

The ongoing war and anticipated post-war reconstruction period create unique challenges and opportunities for human resource development in Ukraine's social and humanitarian sphere. Reconstruction efforts will require massive mobilization of human resources across all sectors, demanding innovative approaches to professional development and institutional capacity building. Psychological and social trauma resulting from war experiences necessitates specialized approaches to human resource development, particularly in healthcare and social services. Professional training programs must incorporate trauma-informed care principles and conflict-sensitive approaches to service delivery. This requirement extends beyond clinical professionals to include educators, cultural workers, and public administrators who interact with affected populations.

International cooperation in reconstruction efforts provides opportunities for knowledge transfer and professional development that can accelerate human resource development in the social and humanitarian sphere. However, effective utilization of these opportunities requires careful planning and coordination to ensure that international expertise is appropriately adapted to Ukrainian contexts and needs. The reconstruction period also presents opportunities for implementing innovative approaches that might be difficult to introduce under normal circumstances. The necessity of rebuilding institutions and systems creates space for incorporating European standards and modern management practices from

the outset, rather than attempting to reform existing systems.

Conclusions. The analysis of state policy in human resource development within Ukraine's social and humanitarian sphere reveals complex dynamics between traditional approaches and innovative solutions that reflect broader societal transformations. The research demonstrates that successful policy implementation requires careful consideration of Ukrainian cultural traditions and mentality, while simultaneously addressing the requirements of European integration and post-war reconstruction. The current state of human resource development faces significant challenges, including demographic pressures, financial constraints, institutional capacity limitations, and the ongoing impact of war. However, these challenges also create opportunities for innovative policy approaches that can address multiple objectives simultaneously.

The effectiveness of state policy depends largely on the ability to create complementarity between traditional values and modern requirements. This complementarity cannot be achieved through simple adoption of foreign models, but requires careful adaptation that respects Ukrainian specificities while promoting necessary modernization. European integration processes provide important frameworks and resources for human resource development, yet success depends on Ukrainian institutions' capacity to effectively utilize these opportunities while maintaining their cultural identity and institutional autonomy.

The post-war reconstruction period represents a critical opportunity for implementing comprehensive human resource development policies that can establish foundations for long-term sustainable development in the social and humanitarian sphere. However, realizing this potential requires strategic planning, adequate resource allocation, and sustained political commitment. Future research should focus on developing specific mechanisms for balancing traditional and innovative approaches in different sectors of the social and humanitarian sphere, evaluating the effectiveness of European integration initiatives in human resource development, and analyzing the long-term implications of current policy choices for Ukrainian society's social and cultural development.

The success of Ukraine's social and humanitarian sphere development depends ultimately on the state's ability to create conditions for professional growth and innovation while preserving the cultural foundations that define Ukrainian national identity. This balance represents both a significant challenge and an extraordinary opportunity for creating a model

of development that respects tradition while embracing necessary change.

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