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## **FEATURES OF PUBLIC MANAGEMENT OF THE CULTURE SPHERE IN THE CONTEXT OF MODERN SOCIO-CULTURAL STRUCTURE OF SOCIETY**

*The article concludes that the source of renewal of the coming sociocultural system is innovation in science, culture, education, ethics and ideology. The main determinants of the sociocultural system are considered, which in principle determine the specifics of state cultural policy and the features of the mechanism of public management of the culture sphere. It is noted that the fundamental basis of the sociocultural system emerging is the paradigm of integralism, positioned as an epoch-making innovation of the first half of the 21st century. It is noted that the vector of transformation of modern society implementation is impossible without defining high goals and ideals, scientifically substantiated and adopted by generations of Ukraine in the 21st century. It is concluded that a new ideology is needed that meets the real conditions and value system of a humanistic noospheric post-industrial society. The main directions and instruments of public management in the field of culture have been identified. Culture is characterized as a complex multifunctional and multi-level system with a high ability for self-organization. It also describes the relationship between state and culture related to the socio-economic and administrative characteristics and capabilities of the country. It is said that one of the most important tasks of the state is to create conditions for the development of cultural processes and the use of organizational, financial and legislative levers in promoting the creation of a cultural environment of a new quality. It is noted that the focus on traditional folk culture is a noticeable feature of the modern*

*sociocultural process. It is emphasized that the basis of public management of the cultural sphere is the constitutional principle of the priority of human rights and interests, which is decisive for the activities of all government bodies, organizations, institutions and enterprises.*

**Keywords:** *culture, public management, mechanisms of public administration, sociocultural innovations, determinants of the sociocultural system, segments of culture, public culture policy.*

Problem statement. Culture is the main structure-forming sector of the innovative economy. Information society specialist, knowledge economy worker - a culturally competent person. Without the preservation, development and modernization of culture, the economy of knowledge, and more broadly, the entire modern economy, is impossible. Culture is the genetic code of civilization. Its most important property is to ensure dynamic development, both economic and social.

Thus, the formation and development of the cultural environment, on the one hand, becomes the most important condition for improving the quality of life. On the other hand, culture is the main structure-forming sector of the innovative economy; economic progress is increasingly determined by creative work. Culture is the genetic code of civilization; its most important property is to ensure dynamic development, both economic and social. The study of new concepts for the future development of society showed that culture has an important place.

Research purpose. The purpose of the article is to determine the features of state management of the culture sphere in the context of the modern socio-cultural structure of society.

Recent research and publications analysis. Modern researchers concentrate their attention on the study of various components of the theory and history of public administration, including in the field of culture: V. Bakumenko, M. Bilynska, L. Honyukova, L. Gaevska, V. Knyazev, V. Karlova, V. Lugovyi, V. Maiboroda, I. Nadolnyi, P. Nadolishnyi, P. Petrovskyi, I. Rozputenko, V. Skurativskyi, V.

Troshchynskyi, and others.

Presenting main material. In recent years, the view on the culture sphere has radically changed, the understanding of its importance and role in the formation of Ukrainian statehood, recognition of the culture sphere as one of the most important resources of social and economic development has been updated.

The first half of the new century can be characterized as an era of innovation. The world of innovation has many faces, as they cover almost all types of human activity, including, of course, the culture sphere. In this regard, the role of such sectors of the socio-cultural sphere as education, culture, science is increasing. To varying degrees, culture begins to determine the economy, the legal system and the way state power is organized, as well as the way of life not only of an individual, but of each state as a whole. State policy should be focused on increasing the role of culture in the sustainable development of the country as a whole, as well as on developing regional cooperation between government agencies, civil society and scientific and cultural organizations. These trends contribute to the formation and improvement of the cultural, educational, professional, scientific, spiritual potential of society and are the most important factors in its socio-economic development. Culture serves as the main guarantor of the effective development of the country, its weight in world public opinion, the most important strategic direction of state policy aimed at social and economic growth, strengthening the integrity and defense capability of the country [5, p.73].

Thus, we can conclude that the top of the innovation pyramid is represented by sociocultural innovations - in science, culture, education, ethics, ideology, since they act, on the one hand, as a source of innovative renewal (scientific discoveries, inventions) and on the other hand, they are its outcome, thereby forming a new sociocultural system or the next stage in its development.

What can be attributed to the main factors determining the modern sociocultural system?

Firstly, it is an integral system, since it is a synthesis of the sensual and ideational sociocultural system, which harmoniously combines their values, material and spiritual

needs and interests of man and society, unites the achievements of science, culture, ethics in meeting human needs, while getting rid of the one-sidedness and claims to monopoly of each of them. The integral sociocultural system is characterized by a creative harmony of truth (science), goodness (ethics) and beauty (aesthetics).

Secondly, the key factor of such a system is the rise of life sciences, humanities, social and environmental sciences, self-knowledge of man and society and their co-evolution with nature, considered as a mechanism of interdependent changes in the elements of nature and society that make up the developing integral system. This determines the integration and mutual enrichment of various branches of knowledge in understanding the laws of interaction and cyclical genetic development of humanity and the surrounding world. This understanding of the concept of integralism becomes the core direction in the emerging post-industrial scientific paradigm.

Thirdly, the most important factor and at the same time imperative of the post-industrial development paradigm is the process of restoring the meaning of culture, which perceives the cultural heritage accumulated over dozens of generations in all its national, ethnic and cultural diversity. The UNESCO Universal Declaration on Cultural Diversity, adopted in 2001, notes: “Cultural forms change over time and space. This cultural diversity is manifested in the uniqueness and diversity of characteristics inherent in the groups and communities that make up humanity. As a source of exchange, innovation and creativity, cultural diversity is as essential to humanity as biodiversity is to wildlife. In this sense, it is the common heritage of humanity and must be recognized and secured in the interests of present and future generations... Cultural diversity expands the choices available to every person, it is one of the sources of development, considered not only in terms of economic growth, but also as a means of ensuring a full intellectual, emotional, moral and spiritual life.” [3, p.42].

On this path, Ukraine will have to overcome negative trends that have intensified in recent decades and are expressed in a wave of impersonal anti-culture imposed through the Internet, telecommunications, in the commercialization of art and its orientation towards pathologies, in the loss of cultural heritage. No less dangerous is the tendency to

contrast national cultures with universal culture, excessive exaggeration of cultural characteristics. It seems that the core of dialogue and cooperation between civilizations should be the interaction of cultures, their mutual enrichment.

Fourthly, a revolution in the field of education, which goal is to bring the level of knowledge and skills of a person into line with the surrounding world in which a person lives and works, which has changed dramatically over the course of one generation. Radical innovations will affect the content side of education, which must be reoriented towards the post-industrial scientific paradigm and the realities of the 21st century. The basis of the teaching methodology will be the concept of creative pedagogy, the essence of which is to teach the ability to find unexpected effective solutions in non-standard situations, in the use of modern information technologies in education, which allows one to more quickly master and update the amount of knowledge.

In the field of knowledge, the most important factor determining the effectiveness of education is increasing the ability and ability to carry out innovative activities, which, as a rule, involve changing the usual, with risk and elements of uncertainty. The concept of pragmatization and standardization of education, which prevails in a number of countries (and forms the basis of education reform in Ukraine), contradicts this requirement, which is especially dangerous in light of the decreasing share of researchers in the population structure at the so-called innovation-active age.

Let us dwell in a little more detail on this aspect, which, from our point of view, is of decisive importance in the development and implementation of state cultural policy in Ukraine. The problem lies in a significant underestimation of human capital and a fairly clearly visible trend after 1999-2000 of an increase in the rate of reduction in the number of researchers and, in general, personnel employed in scientific research and development works. This, of course, represents the main danger for the national innovation system of Ukraine due to the irreparable loss of a large amount of inseparable knowledge. The most pressing problems remain the deformation of the age structure and the aging of scientific personnel. In 2020, the average age of researchers was 49 years. Only less than a third (31.8%) belong to the age group under 40 years. At the same time, every second

researcher is over 50 years old, and every third has reached retirement age (including 63.3% of doctors and 40.0% of candidates of science) [1].

The creation of a National Foundation for Scientific Talents is proposed as a measure to retain scientific personnel. Its goal should be to compile and maintain a register of the most gifted Ukrainian young scientists who have significant results in a particular field of scientific knowledge and have received international recognition. Participants in such a project will have a special status and a number of privileges - from financial support to the opportunity to meet with top government officials to discuss problems in the development of Ukrainian science. Thus, in order to maintain high scientific potential in Ukraine, it is necessary for the most talented and promising Ukrainian scientists to form a special social status that they will not receive in any country in the world, which ultimately can become a serious argument in favor of deciding to stay to work in their own country.

Fifthly, there are contradictory transformations in the sphere of morality. The spread of selfish, individualistic morality among young people and the weakening of family ties aggravate the trend towards depopulation and immorality. This can be considered the consequences of the decaying sensual socio-cultural system inherent in the industrial era, leaving the historical scene.

As a reaction to these negative manifestations, the sprouts of a revival of humanistic morality, positive moral and religious polarization, tolerance and non-violence begin to appear and intensify among part of the next generation (the generation of the 20s of the 21st century). The path of moral transformation, understanding not only the rights, but also the responsibility of everyone to past and future generations, is long and difficult, but it will have to be passed, because a new society cannot be built and be strong on immoral principles.

Sixthly, a radical transformation of ideology, i.e. those ideals that individuals, groups, society set for themselves, which they strive to implement, overcoming difficulties along the way. Industrial society was characterized by positivism, belief in the triumph of science, reason, and the ability to rebuild the world for the sake of realizing

ideals. Religion, which dominated the spiritual sphere of medieval society, was relegated to the background. The decomposition of late industrial society at the end of the 20th century caused the collapse of ideals and hopes, the loss of faith in the possibilities of science and the reasonable transformation of society. Religions and various sects, including religious fundamentalism and fanaticism, hastened to occupy the resulting spiritual vacuum against the background of aggravated property, social and political stratification.

Thus, the implementation of the transformation vector of modern society in the directions noted above is impossible without defining high goals and ideals, scientifically substantiated and adopted by generations of Ukraine in the 21st century. Consequently, we need a new ideology that meets the real conditions and value system of a humanistic-noospheric post-industrial society. It seems that one of the contenders for this role may be the paradigm of integralism - a teaching that reasonably reveals the contradictions and prospects for the development of society and equips new generations with a real and optimistic vision of the new world.

These seem to us to be the main determinants of the emerging new, integral sociocultural system, defining some general contours of what awaits humanity in the first half of the 21st century. transformations and epochal and basic innovations implementing them. Understanding this serves as a necessary prerequisite for understanding the role and capabilities of Ukraine in these transformations, taking it into account when developing state cultural policy and the concept of public management of the culture sphere [6, c.127].

It should be noted that in Ukrainian society there is an urgent question about rethinking the role of culture, the role of the state in culture and the extent of its responsibility for the cultural life of the country. Lost interest in the cultural and artistic sphere is gradually returning to society. It is impossible to implement a new state policy without recognizing the enormous educational and educational potential of culture and increasing the social status of culture.

Culture as a complex multifunctional and multi-level system has a high ability of

self-organization. Therefore, from ancient times to this day, there have been long and sometimes irreconcilable debates about whether it is possible to control culture. However, for a long time there have been institutions regulating cultural life and cultural policy, the main ones among which at first were the state and the church, and with the emergence of market relations, the market began to play a significant role in the regulation of cultural processes.

As we move from the patron state model to the investor state model, there is a need to change various already existing state institutions, as well as the emergence of new ones.

The relationship between the state and culture is related to the socio-economic and administrative characteristics and capabilities of the country, as well as the relationship between the state and the market. State cultural policy is a set of principles and norms that guide the state in its activities to preserve, develop and disseminate culture, as well as the very activities of the state in the field of culture.

The state must bear full responsibility for the cultural development of the country, therefore the main attention is shifted to the legislative regulation of cultural life. В новой современной In Ukraine, in the culture sphere, like in no other industry, there is a high need for the adoption of new laws and improvement of existing legislation. Changes occurring in the social, political and economic life of both Ukraine and the world force us to review and adjust existing legal frameworks, and also contribute to the adoption of new decisions.

One of the most important tasks of the state is to create conditions for the development of cultural processes and, using organizational, financial and legislative levers, to assist in the creation of a cultural environment of a new quality, increasing the cultural, spiritual and moral level of quality and diversity of cultural services, and the formation of personnel of a new generation and format.

The state level of government has its own powers and responsibilities in the field of conducting state policy in the field of culture and art - this is determining priorities for reforming the industry, ensuring equal human rights and freedoms in the field of culture,

establishing the foundations of state cultural policy, adoption of state legislation in the field of culture and state programs for the preservation and development of culture, legal regulation of property relations, the fundamentals of economic activity and the procedure for disposing of the national cultural heritage of Ukraine, formation of the state budget in terms of cultural expenditures.

The state in modern conditions continues to be the main institution responsible for ensuring cultural processes at the local level. Ukrainian legislation provides for the responsibility of local authorities for ensuring the population's access to cultural goods under the following conditions: – with the preservation of previously existing cultural and leisure cultural facilities and the provision of services to the population by employees for organizing leisure time and activities in creative groups; – with the acquisition of services of cultural organizations that provide celebrations, theater tours, exhibitions, etc., i.e. usage of a previously existing type of service. In relation to regions, the development of the culture sphere is currently considered through the implementation of the concepts of territorial marketing, cultural, creative clusters (territories), and the development of creative industries [7, c.218].

We believe that there should be a systematic approach to cultural management and highlight the following directions of state policy for the development of the culture sphere:

1. Organizational and economic:

- reducing territorial differentiation in providing the population with cultural products;
- transition from the management of cultural institutions to the management of socially significant projects and programs in the culture sphere;
- increasing the role and participation of professional creative unions and associations in the cultural policy and budget financing strategy formation;
- carrying out research developments to assess and analyze the socio-cultural situation in the region.

2. State protectionism:

- creation, free of charge, of conditions for participation in competition for the right to receive public investment;

- provision of state targeted loans and other rights and benefits;

- investment, transfer of budget allocations, subsidies, subventions, provision of credits, loans, grants and proceeds from business activities - indirect stimulation of innovative and technological development of domestic culture, which is based on tax protectionism and credit benefits;

- investments in priority areas of domestic traditions preservation.

3. Infrastructural – creation of a unified cultural and information space covering the processes of social partnership in Ukraine.

4. Ideological:

- strengthening the role of the state in the protection of cultural values, including the education of patriotism;

- socialization of youth;

- support, formation and moderation of media content.

Public authorities at the state, regional and municipal levels occupy one of the leading places in the structure of socio-cultural institutions. They act as authorized subjects of the development and implementation of national and regional cultural policies, effective programs for the socio-cultural development of individual regions and districts.

Features of public management in the culture sphere depend on the framework of the established understanding of the content of the concept of “culture” and the limits of the field of culture, on the understanding accepted in a given particular state of the limits of intervention and the limits of non-interference of the state in the field of culture, as well as on the characteristics and state of culture in a particular state. Culture is understood as a set of distinctive spiritual, material, intellectual characteristics inherent in a group of people, including a way of life, guaranteed human rights, a system of values, traditions and beliefs. The segments of the specified subject-object area are the following:

- scope of library activities and functioning of library organizations;

- scope of museum activities and functioning of museum organizations;

- theatrical art and activity sphere, the functioning of theatrical institutions;

- cinema industry;
- folk art sphere;
- dance art and choreography sphere, the functioning of ballet institutions;
- fine and sculptural art;
- musical art;
- circus art, the functioning of circus institutions;
- area of archaeological activity;
- protection of material monuments of history and culture.

Cultural management involves a certain integration of control and self-regulation in culture, the use of stimulating or restrictive measures to achieve the planned effect, parameters of relationships and ongoing processes in the culture sphere [2].

The culture sphere as an area of public management has certain specifics that do not allow the application of standard approaches and methods in relation to it. It is reasonable to highlight the following areas and instruments of public management in the culture sphere:

- protection of languages and national cultures of peoples living in the country, creation of conditions for their translation and reproduction;
- encouragement by the state of the development of the sphere of culture and the arts, in particular, in the form of providing support, including financial, to cultural organizations and institutions, in the form of creating state cultural institutions, as well as in the form of providing state grants;
- encouragement by the state of participation in the cultural life of the entire population, in particular in the form of ensuring cultural human rights, encouraging the development of mass culture, as well as in the form of developing library resources;
- ensuring the restoration, protection, preservation and transmission to future generations of the cultural and historical heritage of the state; promoting the culture of the state abroad, including to ensure a certain image of it;
  - support for literature and art, cinema, theater, circus, music;
  - support for cultural and recreational projects and spaces;
  - support of folk art and creativity;
  - support for cultural and educational tourism;

- control, supervision and licensing in the field of cultural heritage.

Focus on traditional folk culture is a noticeable feature of the modern sociocultural process. Also, another trend is currently coming to the fore; it is associated with the processes of regionalization and national-ethnic cultural revival. It reveals an awareness of one's cultural identity, historical heritage and state independence, the need to unite one's destiny with this land, country, religion with its past, present, future.

The fact is that at the present stage there is a divergence between the goals of state economic policy for the development of the cultural sphere and the level of their provision. Research shows that in the culture sphere one of the main problems is the limited resources available to them to meet the growing leisure needs of the population. Experts point to an insufficient number of zones and places of cultural recreation in the territories entrusted to them: attractions, cinemas, cafes, swimming pools, etc. The main problems of the sociocultural complex are directly related to the general vector of state policy: commercialization of the social sphere; the discrepancy between existing leisure practices and the changing needs of various social groups of citizens; limited financial resources of local authorities [4, c.103].

The public administration system should be aimed at the development of culture, which inevitably implies financial support. Management should be carried out on the basis of the following principles:

- the principle of strategic development;
- the principle of creating production associations in the culture sphere;
- the principle of financial support for local and regional initiatives;
- the principle of recognition of intellectual abilities;
- the principle of forming the resource potential of the culture sphere;
- the principle of investment development of culture.

Compliance with these principles is the main condition for defining culture in the policy structure for the successful implementation of state support for this area of economic policy; development of modern tools for managing the process of preservation and development of cultural heritage; classification of producers (bearers of traditions) by type of economic activity.

The basis of public management of the culture sphere is the constitutional principle

of the priority of human rights and interests, which is decisive for the activities of all government bodies, organizations, institutions and enterprises. It must be followed by all subjects of law, whether their activities are related to economic, social, political or other spheres of life of the state and society. Orientation, priorities, powerful development of human life support systems give the social sphere a special meaning, since it is directly related to man, his needs and the spiritual world.

Thus, the formation and implementation of a meaningful state cultural policy is one of the important tasks of Ukraine, which largely determines its viability and place in the civilized world.

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