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LANGUAGE TRANSFORMATIONS AND GOVERNANCE ACTIVITIES IN THE CONTEXT OF STATE LANGUAGE POLICY: CHALLENGES AND THREATS IN UKRAINE AND THE WORLD

МОВНІ ТРАНСФОРМАЦІЇ ТА УПРАВЛІНСЬКА ДІЯЛЬНІСТЬ У КОНТЕКСТІ ДЕРЖАВНОЇ МОВНОЇ ПОЛІТИКИ: ВИКЛИКИ ТА ЗАГРОЗИ В УКРАЇНІ ТА СВІТІ

This article examines the complex issue of the impact of modern language transformations on the effectiveness of management activities within the framework of state language policy. The author analyzes the dynamics of changes in Ukraine's linguistic space, focusing on the deformation of semantic meanings under the influence of information technologies and the digitalization of communications. The paper emphasizes that the uncontrolled penetration of slang, unjustified borrowings, and "mass" internet culture into official discourse leads to a decline in the intellectual level of business communication and the destruction of traditional management culture.

Special attention is paid to anthropological and axiological aspects: it is argued that the speech culture of a leader is a key factor in staff motivation and the success of government decisions. The article considers the threats of "linguistic ghettoization" and "digital extinction" of languages, which undermine the state's managerial sovereignty. As a solution, a transition from reactive to proactive language policy is proposed, including investments in national digital

ecosystems and enhancing the linguistic competence of civil servants. The article justifies the need to perceive language as a technology for managing social capital, capable of ensuring social consolidation and national security in the face of global challenges.

Keywords: *state language policy, public administration, language transformations, social capital, national security, digitalization, Ukraine.*

У даній статті здійснюється комплексне теоретико-прикладне дослідження актуального питання впливу сучасних мовних трансформацій на ефективність управлінської діяльності в координатах державної мовної політики. Аналізується динаміка трансформаційних процесів у мовному просторі України, що відбуваються під потужним тиском глобальної цифровізації та стрімкого розвитку інформаційних технологій. Зроблено акцент на виявленні механізмів деформації семантичних значень та розмивання мовних норм, які виникають як наслідок інтенсивного використання мережових комунікацій. Концептуалізовано такі специфічні загрози, як «лінгвістична геттоїзація» та ризик «цифрового зникнення» мов, що безпосередньо підривають комунікативний та управлінський суверенітет держави.

Як стратегічний шлях подолання цих кризових явищ пропонується докорінний перегляд державної стратегії: перехід від пасивної реактивної моделі до проактивної мовної політики. Яка має включати інвестиції в національні цифрові екосистеми та безперервне підвищення лінгвістичної компетентності державних службовців. У підсумку обґрунтовується необхідність сприйняття державної мови як високоефективної технології управління соціальним капіталом, здатної забезпечити міцну соціальну консолідацію, збереження національної ідентичності та стійкість системи національної безпеки в умовах складних геополітичних і технологічних викликів сучасності.

Ключові слова: *державна мовна політика, публічне управління, мовні трансформації, соціальний капітал, національна безпека, цифровізація, Україна.*

Problem Statement. The modern social environment is extremely dynamic and subject to profound transformations driven by global digitalization and geopolitical shifts. In Ukraine, these processes are complicated by the need to overcome the post-colonial legacy and resist hybrid aggression, where language acts as a fundamental element of national security. The problem lies in the deformation of semantic meanings under the influence of IT technologies and the penetration of "mass" internet culture into the official discourse. This leads to a decline in the intellectual level of communication and creates threats such as "linguistic ghettoization" and "digital extinction" of the language, which directly undermines the state's managerial sovereignty and the efficiency of public administration.

Analysis of Recent Research and Publications. The study of the influence of public administration on the processes of formation and implementation of state policy in specific spheres of social life, particularly the research of issues related to the state regulation of language policy, is the subject of works by such domestic scholars as V. Bakumenko, V. Goshovska, I. Lopushynskyi, P. Nadolishnii, M. Piren, and others.

Formulation of the Objective. The purpose of this article is to analyze the impact of modern language transformations on the effectiveness of management activities and to identify the key challenges and threats within the framework of state language policy implementation.

Main body of the paper. The modern social environment is extremely dynamic, subject to processes driven by both internal and external factors. Serious changes are also occurring in the linguistic space of Ukraine. In many ways, the processes of devaluation, the deformation of former meanings and values of words and expressions are generated by information technologies, which, in turn, to a significant degree influence the overall linguistic culture of society and the individual. Language transformations are most obviously recorded among users of internet resources and social networks. Penetrating the social environment, they become an integral part of youth speech regardless of the level of education of the speakers (writers), displacing the traditional culture of communication.

Modern IT technologies compete very successfully with traditional methods of transmitting linguistic meanings partly because they offer for use in speech (for the purpose of speed of communication, creation of their corporate culture) short words and intensively trivialized phraseological units. Living at an accelerated pace, the young part of the country's population diligently modifies the native language in this direction, simultaneously simplifying their spiritual quests, reducing to the limit the field of intellectual activity, the culture of the inner world of a person. In this sense, many researchers point to a tendency of semantic simplification of intercultural interaction.

The relevance of many problems touched upon in this study, their insufficient theoretical study and the elaboration of ways to solve them conditioned the choice of the theme of the proposed work.

The purpose of the study is seen by the authors in the necessity of actualization of the problems of linguistic culture in Ukraine and the close connection of the language with management activities. In accordance with the set goal, the following tasks were formulated and solved: – to reveal the features of the system of Ukrainian management; – to identify changes in the Ukrainian linguistic space; – to show the role of language in the effectiveness of management [10, p. 597].

The methodological foundations of the research consist of an anthropological approach to this problem, from the methods of free reflection, abstraction, systematicity, the interrelation of form and content, the synthesis of which predetermined the authors' worldview positions.

Linguistic culture is formed in society. At the same time, it cannot but influence various spheres of public life, including the management one, in anthropological, culturological and axiological aspects.

Management as a social institution receives its comprehension by practitioners and scientists representing various disciplines (philosophy, sociology, psychology, economics, law, etc.), specialists of different schools and trends. The existing volume of knowledge in this sphere continues to grow. With all the variety of approaches to understanding the essence of management, specialists of this field of knowledge agree in one thing:

management is an impact on a person and interaction with the purpose of achieving certain goals.

Everyone knows that management is inseparable from the process of communication. However, the process of communication cannot be simplified: it is not reducible only to the translation of necessary information. Communication includes a message, the information itself and the understanding of the message by the addressee. And in this process, a considerable role is assigned to the language.

Actualization of the issue of effective communication is intensified by the processes of borrowing foreign technologies in Ukrainian management. These processes are determined by the ways of intercultural communication, differences in the definition of management efficiency criteria. This can also explain the different understanding, the ambiguity of interpretations by domestic and foreign specialists of many terms, for example "competition", "competitiveness", "risk", etc. Analogous situations in the consumer market are perceived differently by managers, domestic and foreign. And the very concept of "manager" has different meanings in foreign and Ukrainian practices [6, p. 19].

It is precisely the linguistic aspect of management that appears to us to be weakly studied. Only appeals to the linguistic culture of employees (civil servants) are encountered. Theoretical conceptualizations of the problem of the role of language in management are absent. Let us note that the main trend of development of modern discourses about management is concentrated on corporate management and the transfer of its methods and procedures to social systems. Many researchers consider such an approach inadequate, since a social system is forced to perform broader functions, namely in terms of social protection of the population, etc [8, p. 271].

The consumer culture of a modern Ukrainian person is formed mainly through mass media (advertising, showing of television series) and "mass" linguistic culture (whoever found something, learned something, quickly transmitted it by means of the Internet, without delving into the semantic features of new words and phrases). An intercultural metalanguage of the beginning of the XXI century has not been created. Unfortunately, it is

necessary to state that against the background of integration linguistic processes, the tendency of destruction of the dialogue of cultures has received its clear manifestation. Let us remind that the dialogue of cultures presupposes their mutual enrichment and respect. In abstraction, such a model of dialogue is possible, but it is "not to be transferred" to linguistic reality. As a result, as is known, the world speaks more and more in the language of the country that is dominant in economic and military-political relations.

The authors of this study understand that the innovations of the educational process are dictated by the requirement of the time. Knowledge of a foreign language, in particular English, is necessary also because a large part of the world's information (approximately 75%) is published in English, and intercultural communication is mainly carried out in English. However, it is impossible to forget that the state language of Ukraine is Ukrainian. Accordingly, the management — state, municipal, corporate — is carried out in the Ukrainian language. At the same time, it is impossible not to see the illiteracy, the lack of knowledge of the Ukrainian language by the majority of students. Therefore, the increased interest in a foreign language, the provision of favorable conditions for its mastery should not happen at the expense of reducing the volume of hours allocated for increasing the Ukrainian speech culture of the student [7].

The effectiveness of management in many ways is in direct dependence on the speech culture of the leader. A graduate must indeed (and not on paper) possess a whole range of competencies formed on the basis of a good knowledge of the native language. Mastery of the art of verbal skill (the ability to speak and write in Ukrainian, to bring accurate information to his subordinates, to clearly express his thoughts, to competently and clearly formulate tasks) is one of the important factors of successful management activity [5, p. 27].

Taking into account the social differentiation of society, differences in education, age specificity of linguistic culture, management communication should be carried out in the corresponding linguistic forms. Of course, we do not mean the use of non-literary forms of the existence of the language. But the ability to convey in accessible language to everyone the information over-

saturated with foreign terminology is the most important condition for the integrity of the communicative chain, successful motivation of labor. This is that factor on which effective management depends. The ability of a manager to be flexible in the field of linguistic communication will allow wider use of human potential. Speech errors, misunderstanding of the essence of the leader's statement distract the attention of subordinates, often lead to distortion of incoming commands (tasks) and can become reasons for untimely or even disruption of the fulfillment of service assignments. The language of administrative, management decisions, with all its specificity, must be clear, laconic. Besides, in the created documents there should be laid down the stage-by-stage implementation of the solution, in order for corrections of initially adopted decisions to be possible at specific stages and constant correlation of the real state of affairs with the intention.

Low culture of communication, ignorance of psychological and organizational principles of effective communication for a state official can cause antipathy and distrust toward him as a representative of authority. The speech of a Ukrainian official of any level especially must be correct, reflecting the richness and strength of the Ukrainian language, a model for imitation, an orientation for all speaking and writing in Ukrainian. It should not represent a "hot mixture" of jargon, common parlance, unmotivated foreign borrowings and bureaucratic language. Aggressiveness, permissiveness have never been the norm of the Ukrainian literary language, therefore they were regarded as a gross violation of speech etiquette, were clear indicators of a person's lack of education. Unfortunately, today one can hear even from "high" (including political) platforms gross, derogatory formulations in both semantic and intonational plans [9].

It should be noted that through linguistic culture the features of the professional identity of a manager receive reflection, his emotions, life attitudes, moral-ethical positions are revealed, as well as the requirements presented to him by the profession and society (honesty, decency, empathy, the ability to listen and hear, the ability to concentrate his attention on solving the problems of the collective, careful thoughtfulness of decisions, etc.). In the opinion of R. Salmon [1, p. 215], priority means of management are moral,

ethical norms which are expressed in a word. However, at the present time, for the sake of "fashion", a substitution of moral values, a distortion of familiar concepts is taking place. Some of the important signs of the image of a leader popularized in the mass media are becoming style, sexuality, brutality, while high morality, spirituality, intellectuality are presented as relics of the past.

The culture of new mass media includes innovations without connection with the culture of the past, offers a new style of communication, more simplified, "democratic", corresponding to the new way of life, tastes of youth, its patterns of behavior. The "mechanical" type of communication — internet-based, e-mail, etc. — is out of place: a leader must be responsible for every word pronounced by him. And our young generation of officials must be raised in respect for the philosophical-ethical foundations of the language, since through the word all human life is organized, and the cultural level of the speaker is a sign of his education, the appropriateness of being in power, professionalism [3, p.9].

One cannot forget that the culture of a leader of any level is distinguished by self-organization, certain linguistic prohibitions, canons, establishments. Simplicity, clarity, few words, accuracy of the statement, a positive emotional mood of the manager inspire the visitor of the institutions of authority, set him to a trusting tone of communication. The word of an official should be animated, appropriate, adapted to the knowledge of the object of management, and act beneficially on the internal feelings of people. At the same time, the texts created in management activity (written, oral) must meet the requirements of effectiveness. In some situations, tough, imperative instructions of a mobilization nature are required (but with obligatory observance of ethical norms), in others it is important to show special respect to subordinates, to express gratitude for a qualitatively performed task. Such attention to subordinates is one of the most important conditions for increasing the efficiency of management, a way to preserve and multiply the systems of values of a social organization, with which Ukraine has always been rich.

Language policy in the modern state has ceased to be a matter exclusively of culture or linguistics; it has turned into a technology of social capital

management. One of the central threats in Ukraine and the world is "linguistic ghettoization," when the absence of a single communicative space leads to the creation of parallel societies within one country, which significantly reduces the effectiveness of any state directives and reforms. In Ukrainian realities, this challenge is exacerbated by the necessity of de-occupation of consciousness, where management activity is aimed at the replacement of imperial narratives with national meanings through terminological standardization and the implementation of the state language into digital algorithms (from interfaces of state services to AI systems) [4, p.15].

On the global level, "digital extinction" of languages is becoming a critical threat. States that do not invest in linguistic technologies risk losing management sovereignty, as their citizens will be forced to use foreign platforms and conceptual apparatuses for professional activity. In this context, management activity should include the development of national corpora of texts and support of local digital ecosystems. Besides, an important aspect is the risk of "semantic wars," when the same terms in different linguistic and political contexts are endowed with opposite meanings, which provokes cognitive dissonances in society.

For the neutralization of these threats, modern state policy must transform from reactive (response to already emerged crises) to proactive. This implies not just protection of the language by law, but the creation of conditions under which the state language becomes the language of prestige, innovations and social mobility. Managers face the necessity to balance between the protection of the national core and openness to the global English language, which is the key to technologies. Thus, a successful linguistic transformation requires systematic monitoring of the linguistic situation, operational legislative response and long-term investments in human capital capable of acting effectively in a multilingual but consolidated environment.

Effective business communication, in the process of which decision-making takes place, presupposes the achievement of a high culture of speech, based on knowledge of the norms of the Ukrainian literary language, traditions verified by the criteria of style and taste. In connection with this, let us emphasize that the importance of increasing literacy is actualized at the state

level. Thus, the analysis of linguistic situations in the management sphere is an important direction in the study of ways to increase the effectiveness of the professional activity of leaders of different levels of management.

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