

SOCIAL ENTREPRENEURSHIP IN PROVIDING EMPLOYMENT: THE EXPERIENCE OF POLAND AND UKRAINE

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Abstract. Social enterprises play a key role in addressing social, environmental, and educational challenges by leveraging social capital to create high-impact solutions. Examples of social enterprises in Ukraine and Poland demonstrate how innovative approaches combined with social initiatives contribute to solving pressing issues and fostering sustainable development in local communities. The study examines the dynamics of social entrepreneurship development in Ukraine within the context of institutionalizing this form of economic activity to increase employment. It has been established that the development of social entrepreneurship in Ukraine remains insufficient and requires both government support and public recognition. The conceptual foundation of social entrepreneurship is based on understanding the social responsibility of businesses to society. This activity combines entrepreneurial spirit with a non-profit character, directing all income toward reinvestment. The research identifies development pathways for social entrepreneurship in Ukraine and Poland, outlining prospects for its institutional establishment. Analysis reveals that the diversity of statuses, forms, and sectoral specifics of social enterprises in Ukraine is shaped by the quality of social capital. The institutional structure and organizational-economic functionality of social enterprises in Poland were analyzed. It was emphasized that classic social enterprises are virtually absent in Ukraine due to a lack of specific institutional and legal regulations. Instead, hybrid structures such as social cooperatives or farming enterprises for veterans operate in line with certain social entrepreneurship criteria. The study highlights the importance of comprehensive institutional support for social entrepreneurship in both countries, contributing to its effective development and increasing social and economic benefits.

Keywords: social capital, social responsibility, employment, labor integration, social goals, entrepreneurship, sustainable development

JEL Classification: A13, M14, Q01

1. INTRODUCTION

The modern dynamics of the institutional mechanism of the business and economic system, in which the created goods are created and redistributed, depends on the conditions and motivations of employment. In ensuring and implementing labor transactions, various types of enterprises and organizations institutionalized in the market, as well as subjects of entrepreneurial initiative, including social enterprises, are involved. Social forms of business, such as social enterprises, are gaining promise in the economy. Economic practices in this perspective are relevant to the development of social entrepreneurship, which practically fulfills the mission of building a socially responsible employment structure on a market basis. Theoretically, methodologically, and practically, the Institute of Social Entrepreneurship in Ukraine can be effectively implemented provided that the principles of applying

the experience of other countries are studied and developed, to which we draw our research attention in the proposed article.

2. THEORETICAL BACKGROUND

Considering the different interpretations of the essence of social entrepreneurship, we can distinguish the following: an operator of the social economy whose main goal is social impact rather than profit for its owners or shareholders (Social enterprises, 2024); acting to achieve social impact rather than profit for owners (surplus funds are mainly used to achieve social goals (The Social Business, 2015); a form of entrepreneurial activity aimed at solving social problems and meeting the needs of society (Ramskyi, 2023); an organization that creates opportunities for people excluded from the labor market, directs revenues to achieve a social mission or support the community rather than to the owners' profit, uses innovation for social change, and offers goods or services that are important to society (Green Book, 2019); a unique combination of a social mission with a desire to generate income, provide services, or sell goods (Baranova, 2021); social enterprises are focused not only on profit, but also on creating jobs and providing useful services (Zhurakhivska, 2024); operates not as a charity, but according to business principles that contribute to its effective development, ensuring balance and increasing success (Practical analysis); the process of developing and implementing innovative organizational models to solve social and/or environmental problems without profit as the main goal (Special Theme, 2024).

The key goal of social entrepreneurship is: to implement social and economic transformations that contribute to the goals of the Europe 2030 Strategy (The Social Business, 2015); activities aimed at generating profit and solving specific social problems, depending on economic, political, other conditions (Ramskyi, 2023), i.e. achieving the goal will allow social enterprises to adapt to the challenges of our time and make a significant contribution to the sustainable development of society.

The creation of a social enterprise allows public organizations to reduce their dependence on donors, and ensure financial independence, and the popularization of this approach promotes active cooperation between government, business, and society in solving social problems (The Ecosystem, 2018). For this purpose, the top 5 problems solved by social entrepreneurship around the world were described (Special Theme, 2024): environment, health, education, and inequality. Baron (2007), exploring the theory of corporate social responsibility, emphasized their costs, motivation, strategic aspects beyond profit maximization, and their market sustainability under the influence of tax and control mechanisms. It is also important to emphasize accounting systems that take into account their social mission and environmental responsibility, as traditional accounting is not always able to meet these requirements (Maksymiv et al., 2022). This approach provides a more complete reflection of their activities that are important to stakeholders.

Conducted studies (Chetty et al., 2022) conceptualize social capital through two forms of cohesion: the personal cohesion of an individual's network (measured by the extent to which his or her friends interact with each other) and the cohesion of the entire community (measured by the level of its division into subgroups), and empirical evidence shows that these indicators have an impact on various processes, including the dynamics of different types of distribution; in another case (Halushka & Nafus, 2021) by defining it as an economic resource. This approach to the conceptualization of social capital provides a basis for studying its impact on various socio-economic processes, including entrepreneurship.

Identifying gender differences in the use of social capital in entrepreneurial activities allows us to understand the impact of gender on entrepreneurial behavior. A study by Proaño Sánchez and Bojica (2024) found that women use both bridging and bonding social capital to succeed in business, while men rely more on bonding social capital. Researchers (Afandi et al., 2017) analyze how three aspects of social capital, networks, and norms affect the stages of the entrepreneurial process: advantage and success. Each of these aspects was found to have different effects on entrepreneurship at different stages, with

institutional trust and membership in professional associations facilitating opportunities, while certain social ties and civic norms can create obstacles.

Valentinov and Iliopoulos (2021), draw attention to the role of corporate social responsibility, which reflects the attempts of corporate managers to respond to new environmental challenges. The authors also mention the activities of social enterprises and third sector organizations aimed at promoting economic inclusion, in particular through the introduction of social innovations.

The Social Enterprise Support Programs initiated by the European Commission (The Social Business, 2015) aim to implement a short-term action plan to stimulate the development of social enterprises, key actors in the social economy, and social innovation. A group of experts on social entrepreneurship has developed a strategy that includes the following key areas: expanding access to finance and markets, improving the regulatory environment, supporting social innovation, and working on the internationalization of the sector (Rozwój przedsiębiorczości, 2020).

The institutional framework for the development of social entrepreneurship and the creation of social enterprises is formed by the institution of social capital, which means a model of society based on extensive interpersonal relationships in organizations, enterprises, and teams of employees (Shtompka, 2022), which build ways and mechanisms of employment. Agreeing with this conclusion, we believe that social enterprises are created and acquire an institutional form of labor relations between people. The relevant social and labor relations of stakeholders are localized in this form of entrepreneurship development due to social capital as the sum of events in the interpersonal space, various connections between people, the attitude of some people to others; the level of trust, loyalty, reciprocity, solidarity, respect and justice (Shtompka, 2022). Contextually, this definition of social capital as an institutional background for the development of social entrepreneurship in the employment mechanism is related to moral connections, because according to research (Shtompka, 2022): moral capital is a condition for well-being; in the economy, thanks to moral connections, entrepreneurs establish firms, invest, save, take loans, create innovations; create social enterprises as special types of collectives in which the right to work and meet the needs of the individual through employment is realized.

The institutionalization of social capital into the functionality of social entrepreneurship in the form of organizing social enterprises for employment is the highest form of socialization of economic and labor interpersonal interactions. In general, our belief that the creation and organization of the functioning of such an institutional type of enterprise is the most significant mechanism, a way of socializing entrepreneurship in terms of building a socially responsible business ecosystem, seems constructive. Interpreting the knowledge construct of cognition of socially organized employment models, we consider the position of Halushka (2009), which substantiates the background of socialization of the transformational economy through the methodological qualification of factors and forms of business socialization, which is a source of social development and simultaneously benefits organizations, i.e. acquires a certain level of social efficiency. This concept of business socialization is consistent with the approach to the analysis of social capital, which includes its key components and relevant indicators.

The analysis of social capital components involves the assessment of three main components: innovative (cognitive), relational, and structural capital, each of which has its own indicators (Dymchek et al., 2021). Social capital is assessed through employee education, professional development, investment in intangible assets, community engagement, sustainable procurement, participation in community-based organizations, and the gender and age structure of staff based on reports and sociological surveys (Dymchek et al., 2021).

In Ukraine, the entrepreneurial system is evolving in terms of the actualization of institutional types and forms of enterprises, and organization of entrepreneurial activity, One of the sectors that is gaining practical meaning in the context of wartime uncertainty is the social entrepreneurship sector.

The conceptual framework for the institutionalization of social entrepreneurship in:

- scientific and practical realization of the awareness of the social responsibility of business to

society;

- implementation of market exchange as a mechanism for organizing the solution of social problems;

- to secure for social entrepreneurs the status of innovation, whose activities ensure the multiplication of social rather than material or economic capital;

- non-profitability, but with classic entrepreneurship and risk-taking, which involves reinvesting the proceeds in the organization of further activities.

Social entrepreneurship is different from:

- traditional (classical) because in traditional entrepreneurship, profits can be distributed among the founders

- charitable organizations - no profit - only donations from patrons.

Therefore, social entrepreneurship (enterprise): occupies an intermediate link between a classical enterprise and a charitable organization and is characteristic of economic systems that practice the implementation of sustainable and inclusive development policies. However, at first, the main factors in the development of social entrepreneurship are the state and philanthropic businessmen.

The priority of social entrepreneurship is to solve social problems. The institutionalization of social enterprises is seen as a creative market approach to finding innovative ways to increase the resilience of the business ecosystem. The vector of building this mechanism means ensuring employment through the activation of social capital.

3. RESEARCH OBJECTIVE, METHODOLOGY AND DATA

The information base of the study is based on the legal acts of the Verkhovna Rada of Ukraine, materials of ministries, data from the services of the Republic of Poland, the Ministry of Family, Labor and Social Policy of the Republic of Poland, publications of national and international news agencies, and works of domestic and foreign scholars on the development of social entrepreneurship and employment.

The main provisions of institutional economic theory served as the theoretical and methodological basis of the study. The methodology for studying social entrepreneurship was based on a combination of quantitative and qualitative analysis. The quantitative approach included the collection and analysis of statistical data on the number of social enterprises, the level of employment in this sector, and the economic contribution to GDP in Europe and Ukraine. The data obtained from official reports, such as (Social Entrepreneurship, 2020), which includes information on the dynamics of social business development until 2020, were compared with the economic and legal conditions in different countries.

The qualitative component consisted of case studies of British, Polish, and Ukrainian social enterprises, which allowed us to assess the practical aspects of the functioning of these organizations, including their development strategies, innovative approaches, and challenges. Special attention is paid to Ukrainian initiatives, such as veterans' businesses, which illustrate the prospects of agricultural social entrepreneurship for the integration of veterans into economic life.

The purpose of the article is to identify the peculiarities of social entrepreneurship in ensuring employment on the example of the experience of Poland and Ukraine, in particular, to assess its role in moderating economic inclusion, and to outline the key challenges and prospects for the development of this area in the context of modern transformations.

The hypothesis of the study will be to prove that social entrepreneurship is an effective tool for ensuring employment, promoting economic inclusion and social stability, and its development depends on the level of government support, the quality of social capital, and public recognition, as evidenced by the examples of Poland and Ukraine.

4. RESULTS AND DISCUSSION

It is estimated that there are 10 to 11 million social enterprises and up to 30 million social entrepreneurs worldwide, contributing about \$2 trillion to global GDP (Schwab Foundation, 2024).

Social entrepreneurship in the modeling of employment is positioned as a practical implementation of the concept of inclusive development of economic systems. A study conducted in 2020 (Social Entrepreneurship, 2020), which implemented assessments of the economic and legal aspects of its development, is representative of the analysis of the dynamics of the creation and operation of social enterprises in Ukraine with a projection to the European experience. The assessments of the economic and legal aspects of social entrepreneurship development in our country in comparison with European countries presented in the analytical report relate to the period of Russia's pre-war invasion of Ukraine but are worth taking into account. According to the findings of the study (Social Entrepreneurship, 2020), more than 2 million social enterprises operate in Europe, employing almost 11 million people (6% of all those working in the region), which is 10% of all European businesses. The United Kingdom is considered the leader in the European region in the development of social entrepreneurship, with about 70 thousand social enterprises employing almost a million Britons. In Poland, in 2019, 29535 social enterprises employing 428.7 thousand people (Social Entrepreneurship, 2020). Accordingly, it can be stated that social entrepreneurship is a dynamic sector that creates fairly effective employment conditions. In addition, this sector makes a significant contribution to the development of the European economy as a whole - tens of billions of dollars, creating added value in various industries and areas.

The Ukrainian social business model is only at the beginning of its formation and the war has largely slowed down this process in terms of structuring social activities, although some of them, for example, in the area of building veteran businesses, are being developed. An example is the development of veteran agricultural social entrepreneurship programs as a priority for the creation of family farms for female and male veterans (Korinets et al. 2024).

We would also like to draw attention to the research work on the analysis of the functioning of the social entrepreneurship ecosystem in the pre-war period (The Ecosystem, 2018) and in wartime (Koval, 2022). These and other studies confirm the thesis that the dynamics of social entrepreneurship development in Ukraine in the progressive sense of institutionalizing this form of employment business is insufficient and requires both state support and public recognition. In general, the existing variations in the status and forms of social enterprises, as well as their sector-specific institutional types, are created by the conditions, and most importantly, the nature and quality of social capital.

In general, it should be noted that in Ukraine, in the absence of an appropriate targeted institutional and legal framework, classical social enterprises are practically absent, as in Poland (see Tab. 1 and Tab. 2), and hybrid structures are created and functioning, which are qualified in different variations of the recognized features of social entrepreneurship. For example, the same social cooperatives and farms for female and male veterans are being created (Korinets et al., 2024).

Positioned research means focusing on the development vectors of social entrepreneurship in Poland and Ukraine. The analysis uses data from the register of social protection entities in Poland, in particular, the data of social enterprises in tab. 1 in 2024.

There are also 311 social integration clubs in Poland, whose activities are aimed at helping people in difficult life situations, such as homelessness, alcoholism, unemployment, domestic violence, refugee problems, and adaptation after imprisonment. The organizations provide professional reintegration activities, including training, skills development, career guidance, and support for self-employment (Kluby Integracji).

There are 227 Social Integration Centers in Poland that support people with difficulties in solving personal issues, refugees, people after drug treatment, and those who need help in everyday life. Their activities cover service, production, and commercial services, as well as professional and social reintegration programs, including training, skills development, and legal and psychological assistance.

Tab. 1

Institutional composition and organizational and economic functionality of social enterprises in Poland

Organizational and legal form, number				Scope and nature of activities, number		
social cooperative	a joint-stock company, a limited liability company, or a sports club that is not focused on making a profit	public organization	other forms (mentioned but not included in the previous categories)	implementation of social services	reintegration activities; introduction of social services	reintegration activities
Quantity, units.						
430	212	486	5	261	422	450
In % of total quantity						
37,95	18,71	42,9	0,44	23,04	37,24	39,72

Source: personal generalizations of the authors (Centra Integracji, 2024); (Przedsiębiorstwa społeczne, 2024)

As of 2023-2024, there are no reliable statistics on the number of social enterprises in Ukraine, but according to 2020, there were about 1000 of them (Ramskyi, 2023). Zhurakhivska (2024) also points to this number of social enterprises, stating that social enterprises use part or all of their profits to support public and charitable organizations or foundations, as well as to finance services for vulnerable populations.

Tab. 2

*Structuring and qualifications of social enterprise specialization in Poland**

The object of dominant activity	Quantity	% to the total quantity
Agriculture and forestry, hunting and fishing	1	0,09
water supply; wastewater and waste management and land reclamation activities	18	1,59
administrative services and support activities	135	11,91
construction	57	5,03
transportation and storage	7	0,62
administrative services and support activities	2	0,18
activities in the real estate market	10	0,89
Wholesale and retail trade; repair of motor vehicles, including motorcycles	52	4,59
information and communication	16	1,41
activities in the field of accommodation and catering	156	13,77
activities related to culture, entertainment, and recreation	45	3,97
Other activities in the service sector	61	5,38
education	144	12,71
Healthcare and Social Work	169	14,91
industrial processing	96	8,47
professional, scientific, and technical activities	45	3,97
Financial and insurance activities	2	0,18
others	117	10,33
Together	1133	100

Source: calculated by the authors based on statistical observation data (Przedsiębiorstwa społeczne, 2024)

Among the European Commission's policy initiatives related to the social economy are crowdfunding, social farming, the development of social services and enterprises in rural areas, and the activities of the G8 Social Investment Working Group (Social Enterprises, 2024).

Social entrepreneurship as a market institution generates, and social enterprises implement, the practices of social responsibility of business to society. The creation and organization of the functioning of this institutional type of enterprise is based on the special nature of the implementation of entrepreneurial transactions and social capital.

Practical examples of social entrepreneurship system development include the functionality of solving social problems along with economic, environmental, and ecological ones. Depending on national peculiarities, industry specifics, and entrepreneurial experience, different organizational and legal forms of social enterprises appear on the market (see tables). We would like to note a peculiarity: social entrepreneurship based on the principles of non-profitability - the income received must be reinvested in the implementation of a social entrepreneurial project - is the main institutional meaning of social entrepreneurship. This is how the basic institutional background is realized - social orientation, and social responsibility in the formation of inclusive employment.

Ukraine's experience in the development of social entrepreneurship in its recent history, in the context of a market economy and the development of a democratic society, is not significant. Relevant to this position, however, is the statement that the nature of social capital, as well as the existing system of interpersonal relations in society, is still modeled by signs of socialization. Collective models of social enterprises prevail, especially in rural areas (Tab. 3), and they are institutionalized in the form of a cooperative.

The practice of spreading social entrepreneurship in Ukraine is at the stage of formation as a special form of realization of social capital in the ecosystem of market and social exchange. In this formation, entrepreneurship as an economic institution is socialized (The Ecosystem, 2018). The socialization of entrepreneurship also has sectoral peculiarities, in particular in the context of transforming institutional interactions. For example, in agriculture (Lopatynskyi et al., 2021), these processes occur in conjunction with other forms of socially oriented economic activity, such as farms (Lopatynskyi et al., 2023). Thus, an up-to-date methodological qualification of the functionality of social entrepreneurship and enterprise, social capital, and socialization of entrepreneurship as interpretations of economic models of socially responsible management are being built.

Cooperation has gained motivated importance for organizing the practice of social entrepreneurship development, and it is appropriate to state, based on the above analysis, that social enterprises are mostly cooperatives in terms of their organizational form. Cooperatives are a model that requires a high level of social interaction and trust to create the appropriate quality of social capital for effective decision-making. A cooperative as a form of social entrepreneurship is practically a catalyst for sustainable development. It allows the combining of knowledge and resources to create new solutions in the field of socially effective employment. This is possible in the context of using social capital to develop renewable energy sources and modernize agricultural production, as it can reduce the negative impact on the environment and contribute to the socio-economic resilience of communities. In particular, information transparency between cooperatives can facilitate the sharing of innovative technologies, such as bioenergy, which is an important aspect of achieving sustainable development goals. Social capital also facilitates the processes of learning and experience exchange, which contributes to increased competitiveness in the market, as well as the establishment of social enterprises as a model of social partnership in the construction of the employment sector. At the same time, Hrytsaienko (2021) believes that the social partnership of the state, business, and society is a mutually beneficial interaction of state institutions, local governments, trade unions, employers' associations, and other public organizations that will serve as the basis for increasing public trust and developing social networks.

*Forms of social entrepreneurship organization in Ukraine**

Cooperative social entrepreneurship - enterprises	
Association of Agricultural Service Providers Cooperatives "Chernihivshchyna ekolohichna"	Chernihiv region, Nizhyn district
Association of Agricultural Service Providers Cooperatives "Hospodar"	Dnipro city
A cooperative association of agricultural service cooperatives "Rivnopravnist"	Lviv city
ASC "Kyivskiy"	Kyiv city
ASC "Agrosvit"	Krekhiv village, Lviv region
ASC "Agrofrut"	Romaniv village, Lviv region
ASC "Banyliv"	Banyliv village, Chernivtsi region
ASC "Vinnytski Yagody"	Cherniatyn, Vinnytsia region
ASC "Bortniv-Ekoprodukt"	Bortniv village, Volyn region
ASC "Hospodar-2015"	Khoruzhivka village, Sumy region
ASC "Dary Hutsulshchyny"	Selyatyn village, Chernivtsi region
ASC "Hontivskiy"	Hontivka village, Vinnytsia region
ASC "Dary Laniv"	Kolosova village, Ternopil region
ASC "Zhovtneve"	Pokrovske village, Zaporizhzhia region
ASC "Shchedryi Kray"	Staryi Pochayiv, Ternopil region
ASC "Krynychky"	Kotiv village, Ternopil region
ASC "Radodar"	Radisne village, Khmelnytskyi region
ASC "Shepitchanka"	Dolishniy Shepit village, Chernivtsi region

Source: *Opendatabot, 2024; Clarity Project, 2024*

The problem of social capital of territorial communities is crystallizing (Zaiats et al., 2022), which forms the resource base and motivation for the creation of social enterprises to coordinate efforts in the labor market in particular. Institutionally, social capital is accumulated through horizontal and vertical ties, solidarity, common interests and goals of local groups, practices of joint action in solving a problem, or local groups in the community (Zaiats et al., 2022). In this context, the role of social capital in the development of social entrepreneurship is institutionally modified to form an innovative sphere of employment (Fig. 1).

In practice, these ideas are realized through the activities of social enterprises that actively use social capital to develop solutions with high social and environmental impact. Let's look at specific examples of such enterprises that successfully integrate these principles into their activities in Poland.

Social cooperative "Meritum" (Spółdzielnia Socjalna Meritum, 2024) aims to overcome isolation caused by homelessness, drug addiction, serving a sentence, or other difficult life circumstances. Its activities are funded by the support of the City of Szczecin (Poland), cooperation with the Municipal Family Assistance Center, revenues from repair and construction services, and partnerships with food banks. Meritum's social impact is manifested in creating opportunities for a new life, ranging from clothing and food distribution to educational programs for people who have previously been in need of assistance. Through its multi-level support, the company helps people rebuild their lives and integrate into society.

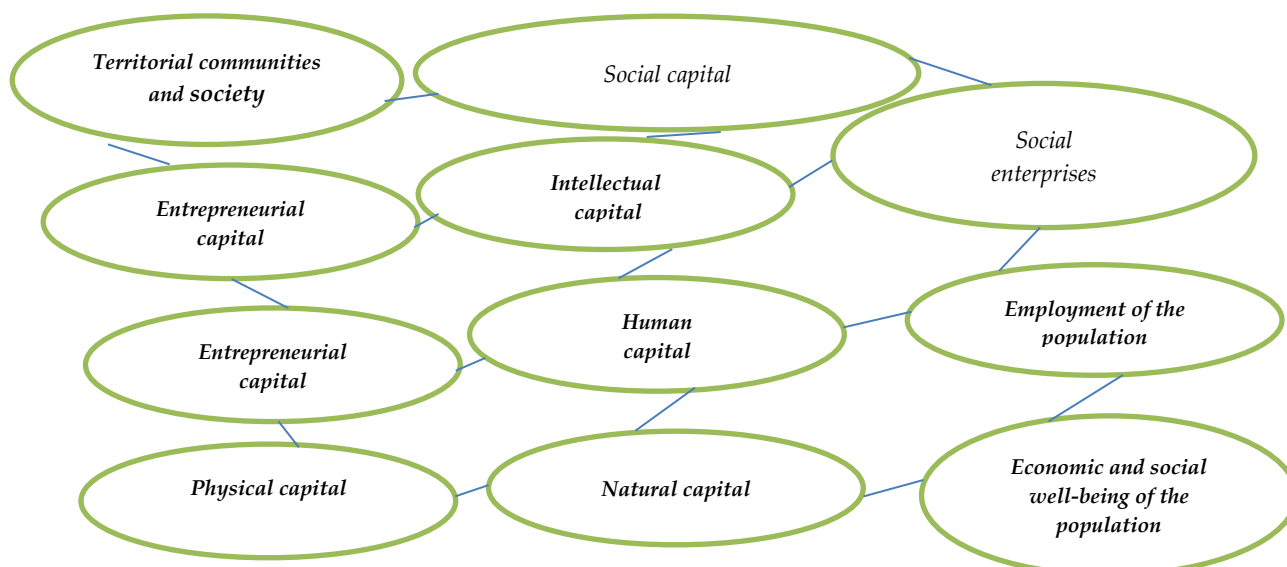


Fig. 1. The concept of institutional modification of social entrepreneurship as a sector of employment
Source: formed based on research interpretations

The social cooperative Ziola Siedleckie (Spółdzielnia Socjalna Ziola, 2024) from Siedlce (Poland) is engaged in the reintegration of people at risk of social exclusion, as well as agriculture, forestry, hunting and fishing. The cooperative produces gingerbread, dried herbs, fruits, and handicrafts, including the Hanging Cookies initiative, a product that customers can buy to give to needy children. As part of the project, the cooperative promotes social entrepreneurship by providing access to finance, job creation, and capacity building for social services.

The social enterprise “Polish Red Cross” (Polski Czerwony Krzyż, 2024) aims to support people in need of medical, social, and humanitarian assistance. The annual budget of the organization is about PLN 100 million, most of which is spent on social and medical purposes. Funding is provided by donations from individuals (60%), companies (30%), and grants from the government and the EU (10%). Thanks to tax incentives for companies that make contributions, the organization raised an additional PLN 5 million in 2023. Efficient allocation of funds allows 85% to be spent on direct assistance, leaving only 15% for administrative costs.

These social enterprises address critical social, environmental, and educational issues by targeting vulnerable populations. They develop innovative products and services that help improve housing, reduce environmental damage, and access to education and healthcare while engaging local communities in active participation. These enterprises combine a social mission with economic efficiency to create sustainable solutions to global challenges.

The experience of Ukrainian social enterprises also demonstrates how a combination of innovative approaches and social initiatives can significantly improve the situation in various areas and contribute to the development of local communities.

The social enterprise “Vilna Nytko” (2024) in Vyshhorod operates in the light industry and focuses on employing vulnerable groups such as women, mothers with many children, and IDPs. The company organizes a sewing and embroidery workshop that trains women and provides them with paid work, allowing them to combine professional growth with childcare. The main product is embroidered shirts with a history, preserving the tradition of wearing embroidered clothing with sacred meaning.

“Dyvo Gra” is a social enterprise founded in 2015 in Brovary that develops books and games for the development of speech in people with autism and speech disorders (Dyvo Gra, 2024). “Dyvo Gra” actively reinvests part of its profits in the development of new publications and projects for people with autism and speech disorders. An important mission is to provide free access to knowledge for people with speech impairments and to promote the use of alternative communication, and part of the profits goes to create additional manuals for people with autism. More than 10% of profits are allocated to

creating manuals and supporting initiatives for children with special educational needs, which ensures the sustainable development of the company's social mission.

"Pan Organic" is a social enterprise that specializes in growing organic produce and producing healthy foods, such as sugar-free sweets and bread made from sprouted grain (Pan Orhanik, 2024). The company is actively engaged in career guidance and employment of vulnerable groups, including ATO participants and IDPs, and also conducts lectures for schoolchildren on healthy lifestyles and harmonious interaction with nature. Profits from its operations are reinvested in the development of production and environmental initiatives.

This is supported by (Chetty et al., 2022), who believe that social capital largely depends on network cohesion, which is measured through several key indicators: clustering indicates how strong the ties between friends in the network are; support coefficient shows how broad the mutual support in the group is, in turn, demonstrates how much the network is fragmented into separate groups, which can affect the level of coordination and cooperation.

Social enterprises, despite their diversity, are mainly focused on four areas: labor integration (training and employment of people with disabilities and the unemployed), provision of personal social services (health, education, care, medical services), development of disadvantaged areas (both in rural and urban areas), and activities related to environmental protection, culture, science, sports, and social innovation (Social enterprises, 2024). The management of social enterprises requires an integrated approach that combines social and economic indicators to ensure their sustainability and efficiency. That is, the evaluation of the enterprise's activities is an integrated part of management, which covers a wide range of absolute and financial indicators, ratios, dynamics and established criteria (Balaniuk et al., 2020). Considering the goals of social enterprises monographically, we should agree with the system-theoretical approach (Valentinov et al., 2020), which argues that social goals contribute to the sustainability and legitimacy of organizations in a turbulent environment. This approach also overcomes the contradictions between theories of social enterprises with one and several goals, offering solutions for managers in difficult situations. It becomes especially relevant in the formation of social capital in the agricultural sector of the transformational economy, where the interaction between social goals and economic processes determines the sustainability and efficiency of enterprises (Shpykuliak, 2007).

Social enterprises, by implementing innovative approaches to management and organization, successfully realize their social mission while maintaining financial sustainability (Pache et al., 2024). In the context of globalization, they contribute to the harmonization of economic systems and reduce risks by creating sustainable socio-economic models (Osmonova et al., 2021). Their activities are aimed at minimizing the risks and negative effects of global change through the creation of sustainable socio-economic models and are focused on creating social value, which is manifested in supporting mutual assistance between consumers and producers, as well as in promoting self-help (Shelenko et al., 2021). The presence of an investment leader with a high level of social capital affects the expectations of participants regarding the investments of their colleagues (Krčál et al., 2023) and thus shapes collective investment decisions, just as in social entrepreneurship, trust and interaction between participants contribute to the joint achievement of socio-economic goals.

Social enterprises focus on four main areas: labor integration, social services, development of disadvantaged areas, and environmental protection. They measure performance through social indicators, including employee satisfaction and the creation of a positive social impact that contributes to productivity. The assessment of such enterprises is comprehensive, combining social and economic indicators to ensure sustainability. An important aspect is the formation of social capital, which determines the efficiency of enterprises, especially in the agricultural sector of the transformational economy. Social enterprises successfully integrate innovative approaches, implementing social missions and contributing to stability in the context of globalization.

5. CONCLUSIONS

Scientific and methodological assessments and empirical analysis of the development of social entrepreneurship in employment with methodological qualifications of the experience of Poland and Ukraine indicate the following:

- 1) social enterprises are a special socially oriented form of organization of entrepreneurial activity and employment;
- 2) the motivation for the creation and operation of social enterprises is based on the special nature of social capital, based on a high level of trust and interpersonal relationships;
- 3) in the methodological context, social entrepreneurship and the enterprise itself differ from the classical one like institutionalization in the market - on an entrepreneurial basis, but with a predominantly non-profit purpose;
- 4) Poland has special legislation on the development of social enterprises, while Ukraine does not have it and needs to create it;
- 5) the issue of social entrepreneurship is relatively new for Ukraine, and in practical terms, it is of exceptional importance in the context of ensuring employment conditions for the population during wartime and post-war recovery;
- 6) the predominant form of organization of social enterprises in Ukraine and Poland is a cooperative;
- 7) social enterprises are created as a result of and under the influence of institutional modification of social capital;
- 8) cooperation is the main institutional model and mechanism for creating social enterprises for socially and economically efficient employment.

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Received: October 12, 2024; **revised:** November 15, 2024; **accepted:** November 29, 2024; **published:** December 31, 2024

Шпикуляк Олександр, Шеленко Діана, Баланюк Іван, Дюк Анна, Мазур Геннадій, Баланюк Сергій, Бойчук Андрій. Соціальне підприємництво у механізмі забезпечення зайнятості населення: досвід Польщі та України. *Журнал Прикарпатського університету імені Василя Стефаника*, 11 (4) (2024), 70-83.

Соціальні підприємства відіграють ключову роль у вирішенні соціальних, екологічних та освітніх проблем, використовуючи соціальний капітал для створення рішень із високим суспільним впливом. Приклади соціальних підприємств України та Польщі демонструють, як інноваційні підходи разом із соціальними ініціативами сприяють розв'язанню важливих проблем і сталому розвитку територіальних громад. У дослідженні розглянуто динаміку розвитку соціального підприємництва в Україні в контексті інституціоналізації цієї форми господарювання для підвищення зайнятості населення. Встановлено, що розвиток соціального підприємництва в Україні залишається недостатнім і потребує державної підтримки та суспільного визнання. Концептуальна основа соціального підприємництва базується на усвідомленні соціальної відповідальності бізнесу перед суспільством. Ця діяльність поєднує підприємливість із неприбутковим характером, а доходи спрямовуються на подальше інвестування. У роботі визначено напрями розвитку соціального підприємництва в Україні та Польщі, що дає змогу окреслити перспективи його інституційного становлення. Аналіз показав, що різноманітність статусів, форм і галузевих специфік соціальних підприємств в Україні формується під впливом якості соціального капіталу. Проаналізовано інституційний склад та організаційно-економічний функціонал соціальних підприємств Польщі. Підкреслено, що класичні соціальні підприємства в Україні практично відсутні через нестачу спеціального інституційно-правового регулювання. Натомість функціонують гібридні структури, як-от соціальні кооперативи чи фермерські господарства для ветеранів. Дослідження наголошує на важливості комплексної інституційної підтримки соціального підприємництва в обох країнах, що сприятиме його ефективному розвитку та підвищенню соціальних і економічних вигод.

Ключові слова: соціальний капітал, соціальна відповідальність, зайнятість, трудова інтеграція, соціальні цілі, підприємництво, сталий розвиток