

MANAGING A VETERAN BUSINESS: TOPICALITY AND OPPORTUNITIES FOR SOCIAL ADAPTATION OF COMBATANTS

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Abstract: The topicality of veteran-owned business management for the post-war support of Ukrainian combatants in light of their actual and dissatisfied needs is studied. We employ the expert method with a sample of 33 representatives of the national and regional authorities, scientists, NGOs specialising in the field, volunteering organisations representing the communities from 8 Ukrainian regions with the largest number of combatants. Thus, we have ranged the needs of combatants and concluded that the need to launch (or revive) own business is one of the really urgent ones. The entrepreneurial intentions of veterans are derived from social factors rather than financial reasons. Besides, they are related to unsatisfied needs in employment. It is revealed that veteran-owned business management in Ukraine should cover the development of social responsibility regarding veterans as the most influential mechanism.

Keywords: combatants, public management, social adaptation, veteran-owned business

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Introduction

The problem of managing social adaptation of veterans is one of the most difficult in public management, since there is a need to combine the mechanisms of social assistance and inclusive economic development. In this regard, one of the most effective tools is the support and development of veteran-owned businesses. Such a tool allows not only adapting veterans to a peaceful life and ensuring the realisation of their economic aspirations, but also developing respect in society, recognition of their contribution to peace and security. An important economic consequence is the change in the economic status of many veterans, from passive recipients of social

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benefits to active taxpayers who create jobs, to realise their own potential and create added value.

In Ukraine, this problem has not been in the centre of attention of scientists and practitioners until recently, so the progressive global experience of veteran-owned business management remained insufficiently evaluated and adapted. However, with the beginning of a full-scale Russian war against Ukraine, the importance of researching the possibilities of the development of veteran-owned business has gained great topicality in connection with the scale of the problem. So, at the beginning of 2022, the total number of people with the official status of a war veteran in Ukraine amounted to 851,068 people. The most numerous was the category of combatants of 438,834 people who have taken part in repelling Russian aggression since 2014 (UVF, 2023a). According to preliminary forecasts, after the end of the war, the number of combatants will exceed 3 million people. Of course, it is absolutely impossible to predict the course of the war and its consequences today, but it is clear from the previous forecasts that it is already extremely important to choose effective tools for managing the transition of war veterans from military service to civilian life, including on the basis of supporting veteran-owned businesses.

The success of veteran business largely depends on the level of social responsibility in society, the willingness to support entrepreneurial initiatives that are more socially significant compared to traditional business. Such experience is well developed within the framework of patriotic entrepreneurship (Sułkowski et al., 2022; Sułkowski et al., 2023), government assistance for entrepreneurship through the creation of a socially responsible environment (Mishchuk et al., 2023; Oliinyk et al., 2023), development of various types of social entrepreneurship (Sari et al., 2021; Yunanto et al., 2021) with a special emphasis on people with disabilities (Costa et al., 2020).

Concomitantly, scientific studies of the veterans' motives for launching a business are quite rare, but they can reveal very important results. For example, as a result of empirical research and processing the primary data of statistical surveys, ideas were formed about the influence of personal characteristics on entrepreneurial initiative that could be formed during military service or were characteristic of veterans as strong, entrepreneurial personalities even before the start of service (Fairlie, 2004; Hope and Mackin, 2011; Jim-Suleiman et al., 2021; Lawson, 2018). Important results are also worded in conclusions about the influence of entrepreneurial education on the desire of veterans to launch their own business, and subsequently to actively integrate into local business systems (Kerrick et al., 2014).

Taking into account the scientific results on veteran-owned business management, our research was conducted based on the data of an expert survey on the motivation of launching a business, the existing barriers and opportunities for improving the management of its development in Ukraine. Such research allowed us to identify the main determinants of the development of national management tools in social

support of veterans on the example of a country forced to confront military aggression in one of the largest military conflicts in recent European history.

Literature Review

Veteran business is still more studied in the applied than in the scientific view. This can be partly explained by the exceptional social importance of the problem and the corresponding government intervention in its solution. In civilian life, ex-combatants face a number of social adaptation problems, among which one of the most difficult is establishing economic ties. Their competitiveness in the labour market is not always equal to that of other groups of the population, which is why public management mechanisms have been developed to provide various types of social benefits and ensure basic rights. With regard to veteran businesses in the system of national support measures, such measures are implemented in various forms. In the United States, e.g., a well-known mechanism is the certification of veteran-owned businesses, and in case of positive (free of charge) certification and confirmation of the veteran status, local authorities can make 5% of their purchases from Veteran or Servicemember Owned Businesses (Washington State Department of Veterans Affairs, 2023). Another information resource about veteran entrepreneurs states that “corporate America is recognising the importance of including veteran-owned businesses in their supply chains” (Supplier.io, 2023), and provides a detailed guide to business certification, opportunities to participate in public procurement programmes, grants, etc. Such examples of active national support for veteran-owned businesses, both informational and financial, are typical not only for the US but also for other countries (the UK, Canada, Croatia) that have a significant number of veterans and, accordingly, already have experience in public management of veteran-owned businesses.

Scientific studies of veteran businesses show that the concept of veteran business (despite its relative simplicity and clarity) is still being researched and refined. As a result of systematising such studies, Jim-Suleiman et al. (2021) define a veteran entrepreneur as follows: “the concept of veteran entrepreneurs' means veteran business owners or *vetrepreneurs* is a former member of the armed forces running an enterprise. *Vetrepreneurs* are military veterans who pursue self-employment, start, and grow businesses”.

Veterans can be motivated to start a business by a variety of circumstances, including social perceptions and personal characteristics. Fairlie (2004) notes that the special physical status of veterans, which can result from trauma, injury, contusion and often leads to disability, makes it difficult for them to find employment and leads to the search for self-employment opportunities. Such circumstances, along with national support tools for veteran entrepreneurs (benefits, compensation, other resources that reduce financial risks), can be a significant incentive for them to decide to start their own business.

In any case, the fact that veterans are more likely to be entrepreneurs than those who did not serve has been confirmed empirically (Fairlie, 2004; Hope et al., 2011;

Lawson, 2018). Explanations for this include the already mentioned effect of social attitudes and government benefits, which can be combined with the psychological qualities of self-discipline and leadership characteristic of the military (Fairlie, 2004); the influence of military training, education or culture, which can enhance entrepreneurial skills existing before the start of service (Hope et al., 2011); and a higher willingness to act under conditions of risk, which is formed in military operations (Lawson, 2018). Similar groups of reasons and motivations are presented in the study by Boldon et al. (2017): among the most important reasons for pursuing entrepreneurship is dissatisfaction with civilian workforce/limited employment options, the main skills from military service that became useful in business are teamwork, leadership, strong work ethic/self-discipline; and among the resources veteran entrepreneurs find most helpful are education, mentoring, business planning, although the availability of financial resources is also a very important resource.

The conclusions about the importance of education for starting a business (including knowledge of business planning) and mentoring in the early stages of start-ups are also confirmed by Kerrick et al. (2014).

The lack of scientific research on the factors of starting and succeeding in veteran-owned businesses can be compensated for by theoretically and empirically proven dependencies related to the topic. Analysing the characteristics of veterans as potential employees, Hall et al. (2014) and Stackhouse (2020) emphasise that their personal characteristics (leadership, stress resistance, teamwork) make them, e.g., attractive candidates for employment. Given that veteran-owned businesses are essentially social enterprises, evidence of the importance of professional education and leadership skills for business can also be found in Duong et al. (2022), Sari et al. (2021), Yunfeng et al. (2022).

In our study, we rely on the works of scholars and conduct our own research on the example of Ukraine, whose war is attracting increasing attention not only from politicians and ordinary people, but also from scholars, as confirmed by Kulikov et al. (2022), Ostapenko et al. (2023), Siddi (2022), Vorbrugg and Bluwstein (2022), etc.

The aim of our study is therefore to assess the topicality and possibilities of improving management of veteran businesses in Ukraine.

Achieving this aim involves testing the following hypotheses (H), based on the previously reviewed global experience of public management of veteran business:

H1: veteran business is no less relevant in Ukraine than in countries with an established institutional environment for supporting veterans;

H2: the activity of veterans in starting (or reviving) their own businesses is determined by the following factors:

H2.1: the significance of the need to start a business is related to the unmet employment needs;

H2.2: the need to start a business may change under the influence of public recognition and respect for veterans;

H2.3: the possibility of obtaining education has a significant impact on starting a business by veterans;

H2.4: There is a positive correlation between readiness to start a business and the availability of financial resources for veterans.

Research Methodology

To test *H1*, the topicality of veteran-owned businesses in the system of social adaptation of veterans, was conducted based on a comparison of data on the development of veteran business in the USA, UK, Croatia and a survey on this issue conducted in Ukraine by the Ukrainian Veterans' Fund (UVF). The results are analysed in comparison with the data from the UVF's own expert survey.

Hypotheses H2.1 - H2.4 were tested using an expert survey the authors of the article developed and conducted. The overall purpose of the survey was to study the problems and needs of combat veterans, including a separate section on the development of veteran-owned business. Expert opinions were collected in August–September 2023. The survey involved 33 experts of different ages, genders, and educational backgrounds living in 8 regions of Ukraine. A comprehensive needs assessment was ensured by covering various organisations involved in studying and addressing the problems of combat veterans, namely: science and education; national and regional authorities (including the Ministry of Veterans Affairs), the General Staff of the Armed Forces of Ukraine, military commissariats, local governments, volunteer and other NGOs and associations, entrepreneurs and employers who employ veterans.

The collected estimates were processed using statistical methods to determine the rank of importance of the need to develop or restore their own business and the values of partial factors that may be related to the need according to the hypotheses. The variables on the basis of which the hypotheses are tested are:

- 1) dependent variable (resultant indicator) – rank of need in launching a business (Y);
- 2) independent variables:
 - rank of need in employment (X_1);
 - rank of need in social recognition and respect (X_2);
 - the level of importance of free vocational education (including business basics) (X_3);
 - the level of importance of obtaining grants and loans for launching a business (X_4).

For a more detailed analysis, the correlation was tested in two groups of experts: the general group (33 experts) and the group that expressed a high importance of the need to launch a business, assigning it a rank from 1 to 5 inclusive (8 experts).

The evaluation of the relationships of factors was carried out on the basis of Pearson correlation coefficient values using MS Excel software. The interpretation of the values of correlation coefficients is based on the Cheddock scale criteria. According

to this approach, depending on the values of the correlation coefficient, the relationship of the factors is interpreted as follows: 0-0,1 – none; 0,1-0,3 – weak; 0,3-0,5 – moderate; 0,5-0,7 – noticeable; 0,7-0,9 – close; 0,9-0,99 – strong; 0,99-1 – functional (Turan, 2020).

Research Results and Discussion

As the literature review revealed, an effective tool of public management in the direction of social adaptation of veterans is adaptation through entrepreneurship in developed countries with experience of participation of their citizens in military conflicts. The topicality of this public management area is confirmed by the following statistics.

In the US, where about 19 million veterans live, the share of veteran-owned small businesses is 9.1%, resulting in 6 million jobs. In total, veteran-owned companies have revenues of about \$1 trillion (SCORE, 2021).

In the United Kingdom of Great Britain and Northern Ireland, with 2 million Armed Forces veterans, there were about 340,000 small ex-military businesses in 2022, accounting for 6% of all small businesses in the country (Federation of Small Businesses, 2019).

In Croatia, one in ten citizens is a veteran (over 500,000 people) (Grgurinovic, 2021). Concomitantly, more than a third of all registered cooperatives are associations of war veterans (Pešorda ed., 2012).

As can be seen from the above statistics, veteran-owned businesses are a very relevant and effective economic lever for the social adaptation of veterans. The share of small businesses owned by veterans is at least 6%. The government actively supports the functioning of such businesses through the system of public procurement, access to education and financial resources on favourable terms.

In Ukraine, the problem of social adaptation of veterans became particularly acute with the outbreak of full-scale war in 2022. In January 2022, almost 13,000 businesses owned by veterans and their families were registered in the country (UVF, 2023a). For almost two years of war, the number of veterans has been growing significantly, along with the topicality of the problem of post-war adaptation, providing opportunities for economic activity, which can take two forms – hiring or launching their own business.

As for the veteran-owned businesses, which is the subject of our study, it is important to understand public attitudes towards the development of tools to support them. The Ukrainian Veterans Foundation conducted a two-wave public opinion survey of the “Image of a Veteran in Ukrainian Society” (August 2022 and January 2023). The survey discovered that the idea of providing benefits to veteran-owned businesses was supported by the majority of respondents: 55% and 65% in 2022 and 2023 respectively (UVF, 2023b).

Although privileges for veteran-owned businesses are only one of the few instruments of influence on the development of entrepreneurship, this result suggests

a generally favourable attitude of society towards government support for veterans in business.

Concomitantly, the current statistical data, which confirmed the existence of 13,000 veteran-owned businesses as of the beginning of 2022, is incomparable to the global experience of boosting entrepreneurship through veteran-owned business initiatives. Given the significant increase in their number, which, as noted before, could reach 3 million, it is important to understand the readiness of veterans themselves to launch their own business.

The results of the anonymous online survey among veterans and active military personnel “Needs of veterans”, conducted on 6-12 February 2023 by the Ukrainian Veteran Foundation, showed that 63.6% of respondents want to launch their own business (Figure 1). This result is extremely optimistic and questionable in terms of practical implementation. Conclusions about the impossibility of ensuring real self-employment of veterans with the creation of various types of enterprises can be drawn from the wording of the question by the survey initiators. Of course, the “desire” to own a business does not mean real readiness, let alone practical implementation of this idea after resignation from the military service.

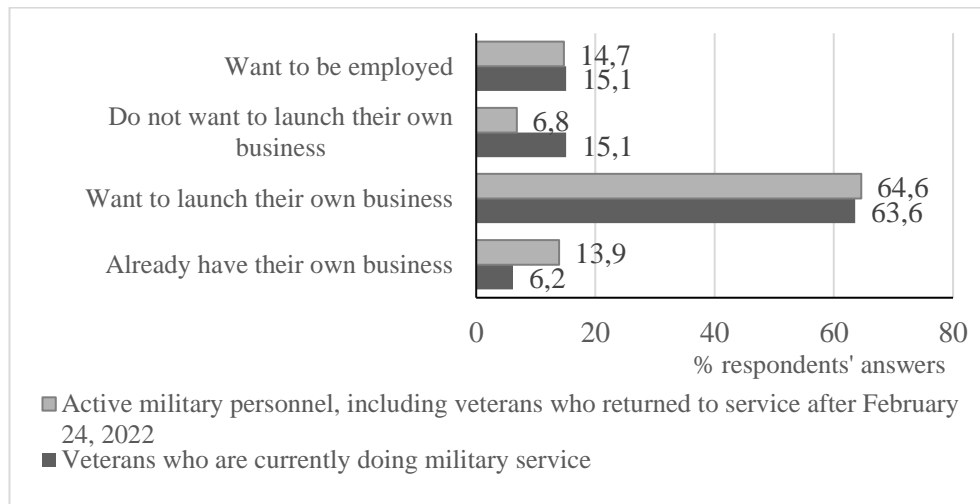


Figure 1: Attitudes of war veterans and active military personnel to the idea of launching their own business

Source: UVF, 2023c

However, a valuable result of this study is the barrier to business development identified by UVF, which is in line with the findings of other researchers reviewed above. Respondents identified the need to invest in their own business as the main need for business development. It was noted by 20% of respondents from among

veterans who left military service and 26.3% of respondents from among active military personnel (UVF, 2023c).

The analysed results correspond to the results of our expert survey. More than half of the experts (54.5%) mentioned that the introduction of comprehensive and long-term programmes to support veteran-owned business (development of entrepreneurial skills, search for funding and mentoring support at the initial stages of doing business) as measures that would facilitate the post-war social adaptation of combatants.

Despite the topicality of such a social adaptation measure, it is clear that it is impossible to reach a hundred percent interest in it.

In this regard, one of the stages of our expert survey that allowed us to check the topicality of the need to launch own business was determining the rank of this need in the system of needs of war veterans.

For this purpose, all the needs of the combatants were grouped into 10 main groups, and experts had the opportunity to establish the topicality and significance of meeting each need, assigning them a rank from 1 to 10.

As we can see from Table 1, the majority of experts (75.7%) do not consider the need for combatants to start their own business to be urgent. Only 6% of the surveyed experts assigned rank 1 to this need, i.e. they consider it the most urgent. This estimate, as we can see, coincided with the share of veteran-owned small businesses in the UK, although it was slightly behind the share of veteran-owned small businesses in the US. Therefore, we consider the estimates we received to be quite realistic as potential opportunities for veterans to launch their own business, who see it to be the main one, according to experts.

Table 1. Topicality of the need for combatants to revive/launch their own business

	Rank of need*									
	1	2	3	4	5	6	7	8	9	10
Share of experts who assigned the appropriate rank to this need	6,1 %	0 %	0 %	12,1 %	6,1 %	18,2 %	15,2 %	3 %	27,3 %	12 %
	Rank 1-5					Rank 6-10				
Share of experts who rated this need from 1 to 5, or from 6 to 10	24,3%					75,7%				
* 1 – most urgent need, ..., 10 – the least urgent need										

In general, from the results above, we can confirm *H1* as the topicality of veteran business development is no less relevant in Ukraine than in foreign practice.

Concomitantly, according to experts, the level of satisfaction with the need to revive/launch a business using existing government support instruments is extremely low.

In particular, only 9.1% of experts are convinced that this need is met almost completely or at the proper level, 30.3% believe that the level of its satisfaction is

average, and 60.6% are convinced that this need is met poorly, very poorly, or not at all.

The results obtained are sufficient evidence of the importance of veteran-owned business development for the choice of government support instruments.

To verify their importance in view of the current needs and problems of social adaptation of veterans in Ukraine, we tested the possibility of using instruments common in world practice in the process of testing hypotheses *H2.1-H2.4*.

The correlation analysis yielded results that characterise the degree and direction of influence of these factors on the performance indicator (Table 2).

Table 2. Correlation coefficients of the rank of the need to launch a business with the level of meeting other needs

Resulting Indicator		Correlation Coefficient between Resulting and Impact Indicators			
		Rank of need in employment	Rank of need in social recognition and respect	Level of importance of free vocational education (including business basics)	Level of importance of obtaining grants and loans for launching a business
		X ₁	X ₂	X ₃	X ₄
<i>according to all experts' estimates</i>					
Rank of need in reviving/launching an own business	Y	0,149	0,277	0,104	0,131
<i>according to experts who rated the need to launch a business from 1 to 5</i>					
Rank of need in reviving/launching an own business	Y	-0,5044	0,3736	-0,0420	-0,3849

Note: grey fill is connections at a level not lower than moderate.

The values of the correlation coefficients in the overall sample of experts are insufficient to conclude that the need for veterans to launch a business may depend on the factors selected for analysis. Only the relationship with the need for social recognition is somewhat close to the moderate level. But in general, these values are low. We can explain such estimates by the fact that some of the experts represented the volunteer community and face other needs of military personnel (material, psychological, health restoration), which are much more urgent for them and require more urgent solutions. Of course, the need for business cannot be the main problem that exists today, especially given that the war in the country is ongoing and business development is not as relevant as the need to reduce risks to the life and health of all groups of the population, including veterans.

Concomitantly, business is the main source of post-war economic recovery, so in this context, we consider the assessments of the group of experts who highly

appreciated the need to launch or revive a business to be more important for testing *H2.1 - H2.4*, as they are the most knowledgeable about the factors that can affect veteran business activity.

Based on the results of processing these assessments, we see that there is an inverse relationship between the urgency of the need to launch a business and the level of meeting the need for employment (*X1*). In other words, the less attractive a veteran is as a candidate for vacant positions, the more urgent the need for self-employment and launching a business is. These results are consistent with the possible barriers to employment identified by Fairlie (2004). In Ukraine, according to expert assessments, such inverse relationships may be even stronger and do not correspond to many other research findings about the growing attractiveness of veterans as employees due to their developed leadership skills, stress resistance, and teamwork (Hall et al., 2014, Stackhouse, 2020). Thus, hypothesis *H2.1* is confirmed.

The analysis revealed a direct moderate relationship between the need to develop an own business and the rank of need for public recognition and respect. Given that this relationship was close to the moderate level in the total sample of experts, we consider this result to be sufficiently convincing to confirm hypothesis *H2.2*. As we can see, creating a tolerant environment, respect and appreciation for military personnel can significantly increase their readiness for active socialisation through launching a business.

In contrast to the results obtained by Boldon et al. (2017), Duong et al. (2022), Kerrick et al. (2014), Sari et al. (2021), Yunfeng et al. (2022), we did not confirm hypothesis *H2.3* about the significant impact of education on the need to launch a business. Such differences require further research with a survey of veterans themselves, not just experts. The impact of this factor on the Ukrainian market may not be as significant due to the generally high level of education of the Ukrainian military, as Ukraine has demonstrated an unprecedented level of cohesion to the world since the outbreak of full-scale war in 2022. In February, people of different statuses and ages queued up at recruitment and social support centres, and today, former successful entrepreneurs and the self-employed are actively involved in the fighting. In their case, the issue is not education, but the development of mechanisms to support or revive lost businesses. In any case, the expert survey is the first step, on the basis of which the authors plan to continue the study with a survey of the military personnel themselves. It is the second round of such a study that aims to clarify all the controversial issues that the results of *H2.3* revealed.

Similarly, hypothesis *H2.4* was not confirmed, as it yielded results with an inverse moderate relationship: grants and soft loans are not yet a sufficiently influential tool to encourage the entrepreneurial initiative of veterans. These findings also contradict to some extent the experience of veteran businesses in developed countries, as confirmed by Boldon et al. (2017), but give grounds for assuming that intangible factors such as status self-realisation, independence, and independent decision-making play a more important role. Of course, this result does not mean that government support for veteran businesses with financial resources, including loans

and grants, is unimportant. However, as revealed in our study, such instruments cannot be considered the most effective in shaping entrepreneurial intentions.

In addition, the availability of financial resources for veterans is developing in Ukraine today, albeit slowly, but with great progress in information and institutional support. Of course, the practice of public procurement from veteran-owned enterprises, involvement of venture capital and investment funds, and online lending platforms that connect potential investors and small business owners, as is done, e.g. in the US, are still underdeveloped in Ukraine (Cloetingh, 2018). However, there are some positive examples, and given the conditions in which this practice is developing in Ukraine (ongoing war, constant state budget deficit and high dependence on external financial assistance), this experience can be considered positive and could to some extent influence the expert assessment of the importance of access to financial resources for veteran entrepreneurs.

In particular, Ukraine has a large-scale national grant programme to support veterans, eRobota, which covers all areas of small business and is aimed at creating jobs. The programme is implemented by the Ministry of Economy of Ukraine in cooperation with the Oshchadbank and the Ministry of Agrarian Policy and Food. Grants for starting a veteran-owned business are available in the amount of up to UAH 1 million (about 25 thousand euros), which is a significant amount of start-up. The tools for digitalising government interaction in many areas of public relations, including communication with veterans, are now well-developed. The government's "Diiia" portal allows for a simplified grant application process. According to government estimates, 88 veterans and family members of combatants have taken advantage of these opportunities to date, receiving grants worth UAH 32 million, and by the end of 2024, the government plans to provide another 1,300 grants to start a veteran business under the eRobota programme (Government Portal, 2023a).

An important institution of the national financial support network for veterans is the Ukrainian Veteran Foundation, which is managed by the Ministry of Veterans Affairs of Ukraine. Microfinance is the main instrument that is already being actively used to develop veteran businesses. Although the budget is small (UAH 20,000 per applicant), the programme has attracted considerable interest from potential entrepreneurs and has already reimbursed more than UAH 5 million (UVF, 2023e). The UVF has also launched eight competitive programmes for macro-financing of veteran businesses (UVF, 2023d). In 2022, more than UAH 21 million was allocated to finance the winning projects (UVF, 2023e).

In Ukraine, many well-known and successfully operating instruments of financial support for business have not been established, or at least not used so actively as to draw conclusions about the practice. This applies primarily to the use of a franchise to start a business – the success of this solution has been confirmed in a study by Short et al. (Short et al, 2018).

Despite the fact that available financial resources are recognised as important in the global practice of supporting veteran-owned businesses and some progress in this direction is already being made in Ukraine, the most important factor in business

development is the positive attitude of society. This result is not in doubt either from the perspective of international practice of social adaptation of veterans or from experts involved in assessing the Ukrainian conditions for the development of veteran-owned business.

In this context, it is important to continue to support socially responsible initiatives of the government and society as a whole. For this purpose, the UK has created an online platform with a catalogue of veteran-owned businesses, British Veteran Owned, which allows searching for and ordering the right product or service from a veteran-owned business (British Veteran Owned, 2023).

In Ukraine, similar initiatives are being implemented through the brand “Created by Defenders”, developed with the support of the Ministry of Veterans and the Come Back Alive Foundation. The brand promotes veteran-owned businesses and enables consumers to easily identify products made by veterans through a special graphic. The availability of products is ensured through cooperation with one of the retail chains in Ukraine (Silpo), which allows veteran entrepreneurs to place their products as craft manufacturers under the “Created by Defenders” trademark in the chain’s stores (Ministry of Veterans Affairs of Ukraine, 2023). UFV, along with its partners, has also developed an interactive map of veteran-owned businesses. The platform showcases businesses run by veterans and their families in different regions of Ukraine, so that everyone can support them by purchasing their products (UVF, 2023f).

Conclusion

The ongoing war in Ukraine has led to an increase in the number of military servicemen and women who have been granted veteran status. In the near future, the issues of their integration into society and adaptation to civilian life will become much more urgent.

International experience shows that government support for launching a business by veterans is one of the strategic areas of social support for veterans, as it allows them to develop small and medium-sized businesses while reducing the burden on social sector funding. Therefore, support for veteran business is currently considered by the Ukrainian authorities as one of the most important strategic tools.

In world practice, support for veteran businesses is very well developed in countries with a large number of people who have taken part in hostilities, regardless of the territory of military conflicts. Having studied useful practices, we conducted our own research and formulated hypotheses that allow us to identify potential areas for improving public management in this area.

Thus, the topicality of supporting the establishment or revival (for those who lost their business due to military service) of a veteran business is undeniable. This conclusion is also confirmed by the results of the analysis of foreign research, monitoring documents on the analysis of veteran business development, as well as the results of surveys conducted in Ukraine by the Ukrainian Veterans Fund and the authors of this study.

Concomitantly, according to the experts involved in the survey on the most pressing needs, motives and obstacles to the social adaptation of veterans, we have only partially confirmed the topicality of the mechanisms of government support for veteran-owned businesses that are common in international practice. According to the results of hypothesis testing, actions aimed at strengthening public respect and recognition of veterans' services to the Motherland should be unequivocally supported. As a result, the veteran's status motivation to resume economic activity in the new status of an entrepreneur is enhanced. It is also important to strengthen the positive image of a veteran and to form a tolerant attitude to his or her physical and moral status in employment relations. Thus, as one of the expected results of the study, we can confirm the inverse relationship between the level of satisfaction of the need for employment and the need for fulfilment in business. Such results are evidence not so much of the high motivation of employers to develop their own business, but rather a sign of awareness of the discriminatory attitude of some employers towards hiring veterans.

The results were somewhat unexpected, as they do not allow us to confirm the hypotheses about the existence of a significant connection between the need for business development and the need for education and the need for financial resources. These results can be partly attributed to the greater importance of other levers of social adaptation of veterans (the survey included 10 needs and required their ranking) at the current very hot stage of the war in Ukraine. After the war is over, the importance of needs may change significantly. In addition, these results may have been influenced by the development of levers of government support, including financial and educational support, which is already being implemented in Ukraine in terms of successful projects.

In any case, it is necessary to clarify the results of the expert assessment by conducting a sociological survey of veterans themselves, which we consider to be a task for further research.

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ZARZĄDZANIE BIZNESEM WETERANÓW: AKTUALNOŚĆ I MOŻLIWOŚCI ADAPTACJI SPOŁECZNEJ KOMBATANTÓW

Streszczenie: Badaniu poddano potrzebę zarządzania biznesem będącym własnością weteranów dla powojennego wsparcia ukraińskich kombatanów w świetle ich rzeczywistych i niezaspokojonych potrzeb. Zastosowaliśmy metodę ekspercką na próbie 33 przedstawicieli władz krajowych i regionalnych, naukowców, organizacji pozarządowych specjalizujących się w tej dziedzinie, organizacji wolontariackich reprezentujących społeczności z 8 ukraińskich regionów o największej liczbie kombatanów. W ten sposób dokonaliśmy przeglądu potrzeb weteranów i doszliśmy do wniosku, że potrzeba uruchomienia (lub ożywienia) własnego biznesu jest jedną z najpilniejszych. Intencje przedsiębiorcze weteranów wynikają raczej z czynników społecznych niż finansowych. Poza tym są one związane z niezaspokojonymi potrzebami w zakresie zatrudnienia. Ujawniono, że zarządzanie biznesem należącym do weteranów na Ukrainie powinno obejmować rozwój odpowiedzialności społecznej w odniesieniu do weteranów jako najbardziej wpływowego mechanizmu.

Słowa kluczowe: kombatanoci, zarządzanie publiczne, adaptacja społeczna, biznes należący do weteranów