

## Governmental Management Concept for Overcoming COVID-19 Pandemic in the Context of National Business Cultures

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### Abstract

In the article the absence of an institution for monitoring and substantiating a macroeconomic strategy for countering the COVID-19 pandemic and the inability of governments to adequately respond to the spread and deepening of the coronavirus crisis, which is characteristic in the modern world for almost all countries, has been identified. The managerial concept of government actions is substantiated using the behavioral theory in the context of national business cultures, which determines the choice of a behavioral imperative and regulatory decisions taking into account changes in the stability of economic management objects. The characteristics of the national business cultures of individual countries of the world are highlighted, which can act as stimulating factors in the fight against the COVID-19 pandemic and overcoming its consequences.

**Keywords:** COVID-19; Management concept; Government; Macroeconomic regulation; Behavioral imperative; National business cultures.

### 1. Introduction

The COVID-19 pandemic, which has already spread to almost every country in the world, has led to a socio-economic crisis, the depth and timing of the consequences for which are still unknown to mankind. In addition, it should be imagined that such consequences will have a delayed nature of their true manifestations. Leading international economic organizations and think tanks are involved in their evaluation. Thus, the international rating agencies expect global GDP to fall by 4.4% in 2020 (FitchRatings), considering this recession unprecedented because no country will be able to avoid the negative economic consequences, and the projected decline will be twice as severe as the 2008-2009 financial and economic crisis and the worst since the Second World War. At a faster pace, such a decline is taking place in the European Union, where the economy has already shrunk by 11.4 % year-over-year in the second quarter of 2020 (Eurostat). This is the strongest collapse in the history of observations since 1995, which is further exacerbated by a significant increase in unemployment. The International Monetary Fund believes that the COVID-19 pandemic will lead to the deepest crisis since the Great Depression; that is, for a period of almost a hundred years (according to this forecast, even under the best conditions, in 2021 we should expect only a partial restoration of the normal functioning of the world economy) (International Monetary Fund).

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The global threats of the coronavirus pandemic necessitate the development of drastic measures to support macroeconomic economic systems by governments in almost all countries.

Thus, arises a complex interdisciplinary scientific and practical problem, which is the purpose of the article: justification of measures for the development and implementation of macroeconomic policies of governments in the context of the COVID-19 pandemic based on the development of their managerial concept using a behavioral approach and the theory of national business cultures.

## **2. The literature review**

In modern conditions, the absence of theoretically substantiated and practically confirmed approaches to economic support of counteraction to the coronavirus pandemic is typical for all states. The world economics has already had examples of attempts to substantiate the relevant macroeconomic and sectoral measures (Hobbs, 2020; Ibanez, Sisodia, 2020; Kumar et al., 2020; Saikia et al., 2020; Mor et al., 2020).

This is due to the following dichotomy. On the one hand, neoclassicism and neo-Keynesianism as the two influential directions of modern macroeconomic theory have in their arsenal a significant list of measures to influence the state of the economic system in order to stabilize it. Neoclassical economics to stabilize the macroeconomic system, primarily stimulates demand and entrepreneurial activity through the mechanisms of direct support and favorable regulatory and fiscal policies, is based on the recognition of private initiative as the basis of socio-economic development of society (von Mises, 2007; Friedman, 1993). In order to achieve macroeconomic equilibrium, neo-Keynesianism in the short-term perspective mostly operates with the mechanisms of state fiscal and monetary policies along with stressing on lower unemployment levels (Keynes, 2008). However, such approaches lead to the absolutization of either one or the other approach, which does not contribute to the development of measures to combat the coronavirus pandemic.

At the same time, in modern conditions, to a certain extent the importance and role of institutionalism in the formation and implementation of macroeconomic policies has undeservedly decreased. The achievements of its representatives are underutilized in the context of current realities (Hamilton, 1919; Veblen 2013). This is true rather for Western countries and manifests itself in underestimation of the role of the religious factor in making decisions of an economic nature to continue the spread of the COVID-19 pandemic.

To the same extent, neither from a theoretical nor from an applied scientific and practical point of view, it is inadmissible to forget the theory of the public sector, which was effectively used in the 70-80s of the twentieth century (Stiglitz, 2002).

Finally, there is reason to note in the fight against the COVID-19 pandemic an exaggeration of the role of common factors and an underestimation of national characteristics. In this regard, de facto, no country in the world implements the approaches of representatives of the theory of national business cultures into its policies (Hofstede, 2011; Lewis, 1999; Rapaille, 2007).

Processing a vast array of scientific literature on this topic originating from different countries of the world allows us to distinguish in an enlarged grouping three blocks of relevant approaches.

Many scientists and even research centers are characterized by the recognition of the inability to develop effective government measures to combat the COVID-19 pandemic and the recognition of the real threat of destruction of the global economy due to its scale, as well as the corresponding human and financial losses (Hopman, Mehtar 2020; Hale et al. 2020; Gershon et al. 2020).

At the same time, the examples of justifying macroeconomic government policies to counter the coronavirus (including involvement of monetary and investment policy mechanisms) have already appeared (Cotula, 2021; Viscusi, 2021; Coyne et al., 2021).

Attempts to take into account national and cultural factors in solving issues of overcoming the consequences of the COVID-19 pandemic in world science remain rather isolated (Chen et al. 2021; Yan et al. 2020).

## **3. Methodology and research methods**

The problem of substantiating the managerial concept of governments to overcome the consequences of the COVID-19 pandemic using the theory and practice of national business cultures in a complex covers a wide range of cross-functional, interdisciplinary and intercultural aspects. Its cross-functional and interdisciplinary orientation is determined by the very cross-functional and interdisciplinary content of the activities of state authorities (especially in the field of combating the

pandemic). The intercultural orientation of this problematics stems from the intercultural and also interdisciplinary essence of the issues of national business cultures.

Accordingly, the methodology of the problematics under study has a complex cross-functional, interdisciplinary and intercultural content. It is reflected in the methods of the problem cognition. In order to ensure the concretization and clarity of the material presentation, the classification of the main methods deployed in the study of the problem and the goals of such use will be presented in the form of a chart (Table 1).

**Table 1.**Methods used in the presented study of the problem of the governments management concept to overcome the COVID-19 pandemic in the context of national business cultures

Method	Objectives of the method's use
Analysis and synthesis	Identification of macroeconomic aggregates (institutional entities), which should be targeted by government measures to forestall and overcome the consequences of the COVID-19 pandemic in the context of the national business cultures of a given country.
Induction and deduction	Justification of the behavioral imperative of governments to overcome the consequences of new strains (Delta, Omicron) and other global diseases using the example of COVID-19.
Grouping	Setting a range of countries for generalization purpose
Comparative analysis	Highlighting the set of the Iran national business culture attributes against the background of neighboring countries and countries that represent a global context.
Graphical	Visual representation of a developed theoretic material

#### 4. Research results

##### 4. 1. Actualization of the necessity to develop and implement macroeconomic policy measures to counter the COVID-19 pandemic

The scientific and practical legitimacy of the selection of the noted initial theoretical premises for the development of macroeconomic measures to combat the COVID-19 pandemic is confirmed by a number of real facts, phenomena and development trends in many countries of the world.

So, according to the World Health Organization, in less than a year, the coronavirus pandemic from the end of 2019 to October 2020 has already affected more than 47 million people in the world. By the fall of 2020, the daily number of cases began to increase by about 400 thousand people; the number of deaths has exceeded more than 400 thousand (World Health Organization).

The scale and strength of the defeat that COVID-19 has exceeds the severity and depth of all modern global economic, social and natural-climatic problems. Predictions have already been made that the consequences of the COVID-19 pandemic could be more devastating than the Spanish flu pandemic. At the same time, it is necessary to take into account the incredibly high concentration of the consequences of the coronavirus within some extremely short time periods. For example, in the United States, an increase in the total number of cases from 7 million to 8 million people was recorded in just three weeks: from late September to mid-October 2020. At the end of October 2020, the largest number of cases was recorded in the United States (more than 9.3 million people; India (more than 8.1 million people) and Brazil (more than 5.5 million people) (World Health Organization).

There is reason to believe that this kind of progressive development of morbidity in the United States was largely predetermined by the degree of awareness (in this case, incomprehension) and the corresponding reaction to the COVID-19 threat from the country's government.

In this regard, suffice it to say: in the spring and summer of 2020, US President Trump, in his public speeches, repeatedly spoke with clear disregard for the real threat of coronavirus. And in September, it became known that Trump himself was ill with a coronavirus (a little later, - of the responsible officials of the White House and the head of the campaign headquarters of the presidential candidate from the Republican Party D.Trump).

On this background, it is extremely indicative that it was the time period from the end of September to the beginning of October 2020 when D.Trump began to lose in the presidential race to the Democratic Party candidate, J.Biden (and this finally predetermined the arrival of the new owner in the Oval Office).

In the context of developing macroeconomic measures to combat the pandemic, one should consider the amount of funds being assigned in the countries of the world for the economic provision of such a response (this is necessary in terms of determining the effectiveness of the use of these funds).

In the spring of 2020, unprecedented amounts were allocated to fight the COVID-19 pandemic in the world. There is a data only for some countries and regions of the world: an equivalent of more than 15 billion USD were allocated in China; in America - 8,3 billion US dollars; European Union's expenditures reached €25 billion; The Islamic Republic of Iran assigned 1 billion US dollars for the problem-solving (in the summer of 2020, Iran began working on the issue of allocating another 5 billion US dollars (Kapital.kz; Izvestija.ru; Liga.Finance).

Should be noted that the correlation of the actually allocated funds to combat the COVID-19 pandemic in the most developed countries of the world (and the integration associations of states using the example of the European Union) to the population of these countries and associations allows us to make a confident conclusion. The Islamic Republic of Iran is not only not inferior, but also ahead of the most developed countries in the world in terms of spending on the fight against coronavirus per citizen of the country.

The successful implementation of the governmental policy to overcome the pandemic by funding anti-pandemic activities requires a clear management strategy, the main requirements for which are set out below.

#### **4.2. Actualization of implementation of the public administration managerial concept in the context of the coronavirus pandemic**

Despite the enormous efforts made by the governments of different countries to overcome the pandemic and its consequences, the management model implemented by most of them is far from the postulates of modern management, which is perfectly designed for the level of corporations and individual enterprises, but is still not mastered at the government level. The classical administrative model of management, developed in the works of the founders of modern management (Fayol, 1917; Mescon et al., 1988), includes the implementation of the following functions:

- identification of the strategic goal (main goals) of activity within each time period;
- planning, i.e. the establishment of specific performance indicators that detail the defined strategic goal;
- organization, i.e. the formation of the necessary and sufficient conditions for the implementation of goals and objectives;
- motivating performers (in the aggregate of all methods of encouragement and stimulation);
- control of performance, which is carried out by a set of sub-functions of accounting and control of the actual implementation of the established targets;
- regulation, which should be carried out in order to eliminate obstacles to the implementation of tasks, or (if this is not possible), - adjustment of goals and clarification of previously defined parameters of planned tasks;
- substantiation of basic (initial) parameters for determining a new strategic goal in accordance with objectively emerging new conditions.

The incomplete management cycle (and/or its ineffective realization) implemented by governments leads to additional defects in the process of macroeconomic support for the development and implementation of an action plan system to combat the COVID-19 pandemic which was revealed, in particular, in the activities of the Ukrainian government (Kolosov, Kucherenko 2020). The determining factors in the activities of governments, which determine the low effect of macroeconomic policies to counter COVID-19 are as follows.

1. By limiting the transmission of the management signal to an intermediate level only, governments cannot be sure of its in-time (and necessary) implementation at the level of grassroots economic actors; first of all, - at the level of enterprises.
2. The lack of control over specific executors in the management activities of governments leads to a serious delay in the regulatory function; under such conditions, governments are usually forced to respond reactively – only to the consequences of events.
3. The lack of a full governance cycle in the activities of governments puts them in a position where their regulatory measures are taken too late (time lag effect).
4. The lack of direct control in the management activities of Western governments deprives governments of the opportunity to realistically assess the occurrence of inconsistencies between the planned and actual progress on tasks.

5. A crucial shortcoming of governments in the current paradigm is the acute lack of both qualitative and quantitative methods to justify both new management decisions and regulations to correct previously defined goals and objectives.

Analysis of the management structure defects, which was carried out in the context of studies of national business cultures of Central and Eastern Europe and Ukraine's entry into European and world markets, gives grounds to confirm the decline in managerial properties of governments as a state supreme regulators (Glinkowska, Chebotarov, 2018; Glinkowska-Krauze, Chebotarov, I. and Chebotarov, V., 2020). On the background of increasing the level of management of modern enterprises operating in an unstable market inside and outside the country, the level of management culture of governments must meet the principles of neoclassicism in management, according to which the enterprise, government or other economic object in conditions of limited resources operates on the principles of organizational behavior (Koloso, 2010).

The peculiar transfer of the properties of organizational behavior of the individual to the behavior of enterprises and organizations, and now governments is logical and meets the task of ensuring the functioning of these economic entities in a rapidly changing and uncertain environment.

According to this content, "organizational behavior" should be manifested in the search for the best combination of such forms of interaction with the operating environment, as confrontation, adaptation, subordination, or even - the transformational transformation of the environment.

Therefore, the main recommendations for applying a behavioral approach to government regulatory action during a coronavirus pandemic crisis should be as follows.

1. According to the behavioral concept, governments must ensure the ability of economies to function in conditions that change under the influence of the coronavirus pandemic.
2. The implementation of the strategy of organizational behavior of governments requires to determine the target activity in the following sequence:
  - I. determining the mission (vision, philosophy) of the country's economy for the time period of the crisis;
  - II. setting strategic goals in accordance with the directions of organizational behavior of the country's economy and its individual areas and industries;
  - III. defining a system of specific tasks in areas and sectors of the economy;
  - IV. development of plans and scenarios for achieving the goals (with the definition of the baseline scenario of economic development of the country);
  - V. monitoring the implementation of plans (with an assessment of resource efficiency).

The fundamental feature of the behavioral concept of governments should be the fact that instead of traditional decision-making as one-time (single-stage) final acts, a solution system is taken, the rate of adoption depends on the rate of variability of external influences.

3. From the principle of acceptance of behavioral theory and practice of governments there is a task of establishment of transformational limit of the accepted decision by:

- I. assessment of compliance of the current state of the economy with the changed parameters of the external environment;
- II. establishing the fact of transition by the parameters of the environment of values acceptable for the current state of the economic system at the macroeconomic level;
- III. substantiation and adoption of the next behavioral decision for reforming the state of the economy in accordance with the new parameters of the environment.

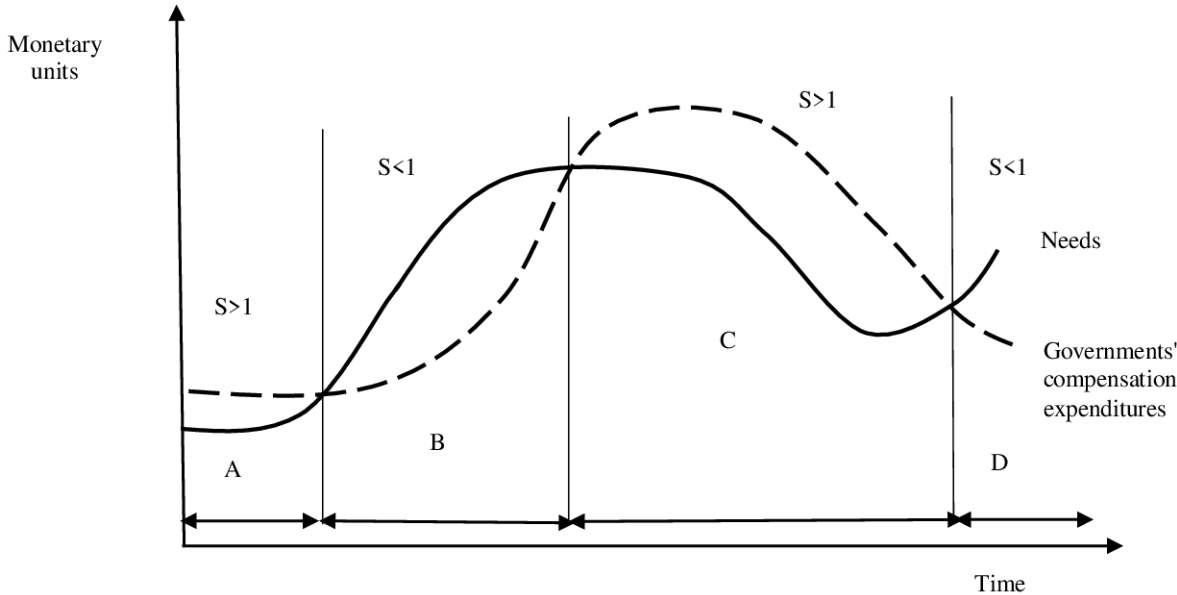
Correspondence of the state of the country's economy to the changed conditions of its functioning is determined by comparing the possible amount of compensatory resources CR involved by the government with the value of the critical indicator of new needs N caused by the crisis, in the form of stability S:

$$S = CR / N, \tag{1}$$

Which can be more than, less than, or equal to 1.

The proposed indicator of resilience is understood as a force of resistance to the environment, as a property of the economy to maintain its state, despite changes in external influences (Kolosov, 2016).

With dynamic variability of conditions during the crisis, the amount of additional needs  $P$  in the denominator of formula (1) may change, which leads to changes in the stability of the economy  $S$ , as shown schematically in the graph pictured in Figure 1.



**Figure 1.** The dynamics of changes in needs and compensation expenditures of governments as the main scheme of financial support during the COVID-19 pandemic crisis

(Source: authors' own developments based on (Kolosov, Kucherenko 2020; Chebotarov, 2003)).

In each of the crisis periods A, B, C, D on the graph from Fig. 1 sustainability varies depending on the ratio of needs and compensatory resources allocated by governments. Therefore, the indicator of stability can have only an instantaneous value, and the assessment of the sufficiency or insufficiency of its level requires forecasting the expected dynamics of indicators in the next period. Thus, the decision to compensate for the needs in period A should be linked to the forecast of the expected change in performance in the next period B, and so on.

#### 4.3 Formation of a management process to substantiate the behavioral imperative of governments for an adequate response and overcoming the coronavirus

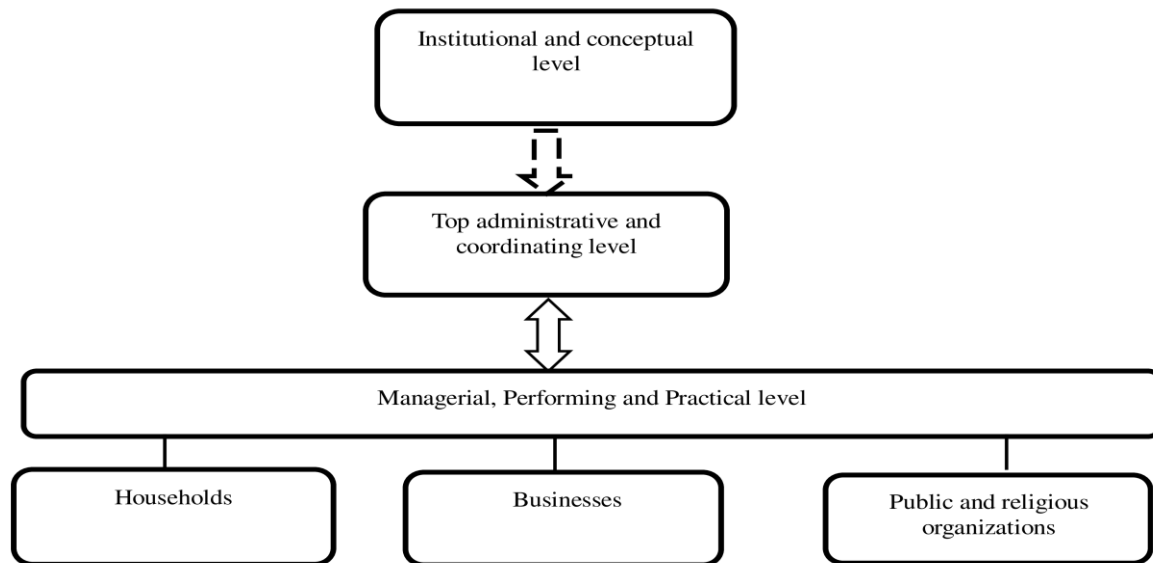
In the context of the reasoned above governmental managerial concept for the development of macroeconomic measures to combat the pandemic and a generalized analysis of the real course of such a struggle using the example of developed countries, we consider it possible and necessary to propose a common logic or - a structure for justifying and implementing macroeconomic policy measures to combat the coronavirus pandemic (Figure 2).

The proposed structure, or - the genealogy of the development and implementation of appropriate measures, includes three hierarchical levels.

The first level is institutional and conceptual.

The second level is the highest administrative and coordinating level: government.

The third level is managerial, performing and practical.



**Fig. 2.** The proposed principle framework for the rationale and implementation of macroeconomic policy measures to counter the COVID-19 pandemic  
(Source: authors' own development based on (Chebotarov, Chebotarov 2020)).

The first - the institutional and conceptual level includes a set of institutional actors (these are, first of all, state and non-state research organizations and think tanks, moral authorities of a nation, prominent political and state leaders, religious institutions). Its functional purpose in this regard is to form the institutional environment and the corresponding public opinion for adequate awareness and response to the threats of the COVID-19 pandemic.

Research organizations and think tanks as elements of the first level of the proposed structure are called upon to carry out developments in at least two directions. First, they must monitor the epidemiological situation in their countries (or a group of countries) and develop antiviral methods and drugs to counter the pandemic (including its new waves). Secondly, such institutions should develop programs of a macroeconomic nature, aimed at preparing and operating the economies of countries in the emergency conditions of the pandemic.

It should be emphasized that the mentioned research organizations and analytical centers that carry out developments in both the first and second directions, it will be advisable to create them being both of a public (open) and non-public (closed, secret) character.

The experience of a number of countries, especially of the Asian continent, shows that the presence of the nonsecular institution and its high role in the development of public policy can become a significant positive factor in the formation of a favorable institutional environment to counter the COVID-19 pandemic. However, in modern conditions, developments on the influence of religion on the economic development of states are rare examples (Chebotarov, V. and Chebotarov, I., 2020).

The general content and purpose of the first block of the proposed structure for the development of macroeconomic measures to combat the pandemic gives a new impact to the further development of neoclassicism and a new vision of the theory and practice of national business cultures (namely, its use in the significantly expanded socio-economic development of modern society).

The dotted arrow in Fig. 2, going down from the first to the second level, means the following. The measures developed at the first level are of the so-called optional or advisory nature. However, the high professionalism of its organizations, the authority of the institution of the church and statesmen ensure that such measures and proposals-recommendations will be taken into account in the activities of governments.

The second level of the proposed structure represents the governments (leaderships) of the countries as such. In the context of the need to develop measures to counter the COVID-19 pandemic, the role of governments (leadership) of countries and their ability to implement a block of functions that ensure the improvement of the economic systems of states should be significantly increased. These include, first of all, the functions of redistribution of income and wealth; adjusting

resource allocation and stabilizing the economy. Such general scheme of action plans and the expected outcomes is, to a certain extent, common for all the governments, especially those which represent developed countries.

The extraordinary conditions of the coronavirus and the need to increase the efficiency of the use of allocated funds to combat the pandemic naturally necessitate the strengthening of the directive principles in the activities of governments. This, in our opinion, will organically lead to a certain renaissance of neo-Keynesianism.

The third level of the proposed genealogy of macroeconomic policy development, thanks to those noted in Fig. 1 to three sub-blocks is provided by the involvement in the implementation of this process:

- Not only business (enterprises), but also households (it is they who, in the conditions of modern society, are ultimately the owners of most of the economic resources);
- Broad social strata of modern society (this is provided by the sub-block "Public and Religious Organizations").

The double-headed arrow in Fig. 2 between the second and third levels reflects the necessity of establishing (and monitoring) a system of constant communication interaction in the economy and society in the context of countering the COVID-19 pandemic. In this regard, another extremely important aspect appears – the threat of hybrid communication wars and cybernetic attacks.

The development of an organizational behavior algorithm of the economy should be carried out in combination with the efforts of theory and practice to objectively establish a possible and appropriate imperative for change in the economy, taking into account the availability of its internal resources and external involvement (Table 2).

**Table 2.** The management process to justify the behavioral imperative of governments to respond appropriately and overcome the consequences of the COVID-19 pandemic

Behavioral imperative	Criteria attribute for a behavioral imperative	Characteristics of the defining properties of the institutional environment and the economy of states
Awareness of governments and societies of the adequate perception of the pandemic problem	Lack of real resource and organizational management measures to counter the pandemic	Underestimation of the real threats of the pandemic by society, the failure of governments, the unpreparedness of the economies of states to confront the pandemic
Practical preparation for the impact of the pandemic on government institutions and the country's economy	The potential of the state and society is inferior to the impact power and the scale of the pandemic	Gradual awareness by society of the potential systemic threats of the pandemic; development by governments of the Program and scenarios for countering the pandemic; development, production and accumulation of medicinal products corresponding to the given wave of the pandemic
Adequate perception and counteraction to the first wave of the pandemic	The real capabilities of states and societies in general correspond to the strength and scale of the pandemic Preparing public consciousness, economies of countries and health systems for a new wave (waves) of a pandemic	Lack of large-scale panic in society; effective implementation by governments of the developed Programs; countering the pandemic (with adjustments to previously approved scenarios); efficient functioning of economies and health systems in a pandemic
Preparing for a new wave(s) of the pandemic	Development of organizational and managerial measures, accumulation of human and material resources (first of all, medications) to counter the modifications of the pandemic	The institutional environment and society as a whole are prepared for the threat of a modified pandemic; governments have adjusted Programs and corresponding scenarios for economic development; the health care systems of the states have sufficient treatment facilities to counter modified pandemic.
Coping with the effects of the pandemic	The real capabilities of states and societies exceed the potential level of strength and scale of the pandemic	Public consciousness gradually comes to a state of stability and relative steadiness; governments conduct an analysis of their institutional behavior in the pandemic with clear identification and admission of errors; a system of measures is being implemented to predict the time period, strength and scale of new waves of the pandemic due to its new strains (and the corresponding response).

Source: authors' own developments based on (Kolosov, 2016; Kolosov, Kucherenko 2020).



The theoretical and methodological basis for the formation of a management process for the development of a behavioral imperative of governments to adequately implement and overcome the consequences of the COVID-19 pandemic is the theory of innovative and structural transformations (Chebotarov, V., 2003). The identification of the corresponding stages of transformational transformations within the framework of this theory allows to implement a process approach to transfer governments from a state of entropy to a persistently stable state of an efficiently functioning object.

Taken together, this further actualizes the theory and practice of national business cultures. National business cultures, which were made a scientific subject by G. Hofstede, largely predetermine the general content of the macroeconomic policy of the governments of various countries. As an economic category, "national business cultures" is a system of intrinsic, evolutionary formed and reproduced in space and time, the basic characteristics of entrepreneurial activity; value guidelines, norms and behavioral canons of entrepreneurship, as well as traditions and business ethics of doing business, specific to a particular country (and a group of countries that are similar in their parameters).

National business cultures are formed under the influence of a set of economic, institutional (first of all, political, national and religious) demographic and climatic factors of each country, its position in the system of the international division of labor, as well as the characteristics of the communicative behavior of its citizens. The same factors in their more specific manifestations also affect the measures (mechanisms and instruments) of macroeconomic policy.

However, it should be noted the following: it is fundamentally inadmissible to impose systems of values, internal guidelines and norms of national business cultures of some countries on other countries that live and are guided by a system of their values, guidelines and norms. The principle of monoculturalism (arising from the idea of a one-polarity of the world order, characteristic of the Anglo-Saxon, especially the American worldview) of the Western system of values, also affects the assessments of the national business cultures of other regions of the world by Western representatives. This approach essentially provokes the general economic and political instability of today's world order.

It should be recognized as a big disadvantage that in modern science the theory and practice of national business cultures is extremely insufficiently used to substantiate the mechanisms of economic policy of states.

#### **4.4. Priorities in the governmental financial support in the COVID-19 pandemic conditions: some aspects of the study in the context of the national business cultures theory**

The generalization of the development of world economic science and practice gives grounds to emphasize that the development and implementation of macroeconomic policy in the fight against the COVID-19 pandemic should be associated with such factors of economic growth as investments in human capital, quality of life, environment protection etc., which indicates the need to shift the focus of macroeconomic policy from purely economic sphere to the social.

Therefore, the whole process of scientific research should be aimed at developing practical solutions for macroeconomic stabilization of the economy in the conditions of the coronavirus pandemic crisis such as:

- 1) Where to allocate the largest share of funding: to the final consumption of households, or to business' support;
- 2) At what rate to carry out this financing, which can be proactive: one that covers the rate of economic losses, or one that only supports the limits.

In the context of the resource provision of economic policy measures to counter the coronavirus, a unique example of the global financial system should be noted, which was defined as Islamic banking. They build their activities according to the Sharia canons. The determining ones are: Riba (prohibition of levying bank interest and usury in general); Haram (prohibition of investment activities in areas that are contrary to Islamic principles); Maysira (prohibiting activities that stimulate gambling aspirations) and Garar (prohibiting transactions with excessive uncertainty).

Such banks began to be created and actively developed in the seventies of the last century. Islamic banking is a modern expanded systemic phenomenon of accounting, auditing and consulting services. In modern conditions, Islamic banks operate in more than a hundred countries around the world. Their share is most significant in Iran, Saudi Arabia and Malaysia. Of the ten leading Islamic banks in the world, seven are Iranian. Islamic banks build their activities according to the canons of Islam: the Koran, the Sunnah of the Prophet Muhammad and Islamic jurisprudence; they are very organically fit into the general system to stimulate the activities of economic subjects: households or enterprises. Some countries of the Muslim world have a number of characteristics of national business cultures that are objectively favorable in the fight against the COVID-19 pandemic. This is especially true for Iran. Table 3 according to the estimates of Hofstede Insights (this is the most authoritative organization in the world that carries out relevant public research), the indicators and assessment of the national business culture of Iran and all seven states with which it borders by land are given; the very assessment of the measuring parameters is given in points (or scores). Based on the data in the Table. 3 we can conclude: the national business culture of Iran is characterized by a sufficient equilibrium. For none of the six

generally accepted in modern world economic comparative studies parameters, does it have obvious deviations either upward or downward in certain characteristics (properties, signs). It should be noted that there are few countries in the world with such characteristics of national business cultures, gravitating towards average indicators (in general, surprisingly, the content and forms of manifestations of the national business cultures of Iran and Ukraine are quite similar in a number of characteristics). As it can be seen, the national business cultures of neither the Western (USA) nor the Eastern management (Japan and South Korea), and not even the management of the Russia possess such properties. The low indicator of the hierarchy of Iran's business culture (the "Power distance" parameter is 58 points) shows that it is not characterized by excessive structuredness in the hierarchical management system (including in the economy). Such state of affairs objectively makes the process of developing and implementing measures to counter COVID-19 easier. The same cannot be said about Iraq (95 points), Russia (93), Azerbaijan and Armenia (85 points each).

**Table 3.** Dimensions of national business cultures of Iran and its neighboring countries in the global context

Country	Measuring parameters					
	Power distance	Individualism	Masculinity	Uncertainty avoidance	Long-term orientation	Indulgence
Iran	58	41	43	59	14	40
Azerbaijan	85	22	50	88	61	22
Armenia	85	22	50	88	61	25
Afghanistan	19	21	85	51	25	-
Iraq	95	30	70	85	25	17
Pakistan	55	14	50	70	50	0
Turkmenistan*	96	28	54	82	60	19
Turkey	66	37	45	85	46	49
India	77	48	56	40	51	26
Brazil	69	38	49	76	44	59
Russia	93	39	36	95	81	20
USA	40	91	62	46	26	68
United Kingdom	35	89	66	35	51	69
Germany	35	67	66	65	83	40
China	80	20	66	30	87	24
South Korea	60	18	39	85	100	29
UAE*	90	25	50	80	-**	-**
Saudi Arabia*	95	25	60	80	36	52

\* estimated

\*\* no data available

Source: Hofstede Insights, retrieved from: <https://www.hofstede-insights.com/country-comparison/>

The indicator of the measuring parameter "Individualism" for Iran (41 points) indicates a sufficient balance of the properties of collectivism and individualism, not only in the economic sphere, but also in the public consciousness (for Pakistan, this score is 14 points, for Azerbaijan and Armenia - 22 points each and for the United Kingdom and Germany - 35 points each respectively). It follows from this that in Iran, on the one hand, there is no disregard for social values. On the other hand, aspirations for collective forms of organizing life, crowding in people's behavior as such do not dominate. These characteristics hold back the spread of the coronavirus.

Approximately middle characteristics of Iran's business culture in terms of the "Masculinity" parameter (43 points) give grounds to note the features of non-conflict and readiness for reasonable compromises inherent in its economy and public consciousness, and the absence of extremism as such. With a high indicator of this measure, excessive heroization begins to appear, the likelihood of a dismissive attitude to real threats, including the COVID-19 pandemic, increases (for Iraq, "Masculinity" is estimated at 70 p.)

The "Uncertainty avoidance" indicator for Iran (59 p.) shows a high sense of self-control of the country's citizens and managers in unknown, unstable and crisis situations. With the systemic threats of the coronavirus pandemic, this is especially valuable (unlike Iran, this measure for Azerbaijan and Armenia score 88 points each, for Iraq, Turkey and South Korea - 85 points each).

An analysis of the policies of the UAE and Saudi Arabia on countering COVID-19 shows that taking by them into account national and religious factors helps, just like Iran, these countries to overcome the consequences of the pandemic.

There are theoretical, methodological and scientific and practical grounds to note the fundamental disagreement with the Hofstede Insights organization's assessments of such properties of Iran's national business culture as "Long-term orientation" (14 p.) and "Indulgence" (40 p.).

If we accept the Hofstede Insights' characteristic of the "Long-term orientation" parameter, then with such a low estimate, Iran could not achieve such a high level of economic development and management excellence: create modern industries of mechanical engineering, oil refining, transport infrastructure, telecommunications and information technology. The level of development of Iran's science is one of the most advanced in the world. To achieve this level, a country must have characteristics of a business culture that are aimed at a long-term orientation in the justification and implementation of macroeconomic policy measures, including in long-term investment activities.

According to our estimates, the indicator of the "Long-term orientation" measuring parameter for Iran is at least no lower than 70-80%, which is not inferior, for example, to Germany. Likewise, we consider it impossible to agree with Hofstede Insights' assessment of the Iranian "Indulgence" parameter (40 p.) Such an assessment is typical for countries whose citizens do not have sufficient internal self-control and self-restraint properties, and easily penetrate market treatments of expediency and profitability in all spheres of society.

All this does not in any way correspond to the five thousand-year history of Iran, testifies to the lack of understanding in the Western world of the place and role in the culture, economy and public consciousness of Iran of the canons and norms of Islam as an Abrahamic monotheistic religion (and in general, about the transfer of assessments of the Anglo-Saxon world to other cultures and countries).

There is reason to foresee a significant strengthening of Iran's competitive positions in the system of international division of labor (this is due to the predicted measures to conclude new Agreements on Iran's nuclear program, which includes unfreezing country's significant accounts in Western financial system and access to the world oil market). Together with the favorable characteristics of its national business culture, this will become an important factor in the country's overcoming the consequences of the coronavirus pandemic (and in general, in the socio-economic development of Iran).

## **5. Conclusions**

The scale and strength of the spread of the COVID-19 pandemic give reason to note not only a special measure of the danger of this global disease, but also relatively low governmental capabilities in almost all countries of the world to face its real threats. The root cause of this is largely due to the lack of monitoring and the development of an appropriate strategy for macroeconomic regulation in critical conditions.

In general, both the prevention and mitigation of either global or separate force majeure (for example, the further spread of the coronavirus pandemic and outbreaks of new viral diseases) confirms the need to develop new, more holistic, approaches to substantiate and implement macroeconomic policies to counter global challenges. This requires a qualitatively new stage in the development of the defining doctrines of the main directions of modern economic science: neoclassicism, neo-Keynesianism and institutionalism in their organic synthesis.

Consequently, the theory of national business cultures, considering the set of countries' institutional characteristics, should take place as an important integral component of determining the policy of governments.

As a modern managerial concept of governments to overcome the COVID-19 pandemic crisis, it is advisable to lay down a behavioral approach using the above-proposed algorithms.

### **5.1. Prospects for further development of the problem under study are:**

- Identification of the problems of the proposed integral for the development of macroeconomic policy measures to counter the coronavirus pandemic;
- concretizing the measures of the behavioral concept to transfer the state of governments from paralysis to a state of relatively normal legal capacity and from this state to a state of ability to effectively counter the COVID-19 pandemic;
- conducting applied scientific and practical research to identify the characteristics of national business cultures of different countries and determine the stimulating (and constraining) characteristics of the business culture of certain countries.

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