

International Migration Management and Sustainable Development: Challenges against the Background of Increasing Globalization, Changes in Commerce, COVID-19, and War

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Abstract

According to established and formalized ideas, the goals of sustainable development are considered to the greatest extent due to the reduction of man-made pressure on the environment in order to provide the next generations with the opportunity to exist in favorable natural conditions. The issue of the impact of migration on the process of achieving the goals of sustainable development is considered indirectly, but has a tendency to deepen due to the quantitative growth of the group of migrants, which already affects the balance of environmental and socio-economic development of increasingly larger territories. The problem is aggravated by the reasons for the growth of migration flows and the significance of the impact on the labor market of the exporting country and the importing country. Today, using the example of Ukraine, which, being the leader among the countries exporting labor, is experiencing a difficult stage of military confrontation with the Russian Federation, one can actually outline a deeper problematic of the connection, since most EU countries were forced to be involved in this process. Ukraine and the EU countries, while caring about achieving sustainable development goals, differ in their policies towards migrants under different influences of key factors (before and during COVID-19 and in conditions of high intensity of military actions), which allows us to form a holistic vision of the problem, which should be addressed at the international level by consolidating the efforts of all participants.

Keywords: *Migration, sustainable development, globalization, pandemic, war, International Management.*

Introduction

The movement towards achieving the Sustainable Development Goals is directly and indirectly related to migration, moreover, representatives of this group of the population, who for certain reasons are forced to stay outside their place of permanent residence for different periods of time, are considered "vulnerable" and therefore require special attention. At the same time, the activity of migrants themselves influences political, social and economic processes in the countries of their origin and active labor activity, which contributes to or hinders the achievement of the Sustainable Development Goals. This actualizes the use of consolidated efforts at the international level due to the following circumstances: remittances of labor migrants contribute to stabilization of the economy of the country-exporter of labor, and then allows to fulfill social obligations to other citizens at a higher level (Sustainable Development Goal 1); facilitating student mobility creates the preconditions for obtaining an education at a higher quality level, and then the development of human capital (Sustainable Development Goal 4); maintaining gender equality in the migration of women and girls (Sustainable Development Goal 5); the realization of personal human capital through the opportunity to carry out productive labor activity is important for economic development (Sustainable Development Goal 8); obtaining a higher income for a part of the population contributes to reducing inequality within a given country and beyond its borders (Sustainable Development Goal 10). The above facts should contribute to a paradigm shift in achieving the Sustainable Development Goals, paying

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due attention to the problem of migration, but holistically, that is, in relation to the country of origin receiving migrants, and in the context of the cross-border movement of a significant number of human resources that put pressure on the environmental and socio-economic situation on the planet. Today, there is an opportunity to form the necessary information base for this paradigm shift based on a study of all aspects of labor migration and refugees who moved from Ukraine to the EU countries. The uniqueness of this situation lies in the fact that there are two key factors that stimulate migration at the same time: a significant difference in living standards and military action. The conducted generalization is valuable for making changes to the policies of the EU countries and Ukraine regarding migrants as carriers of human capital, which can contribute to a faster recovery from the economic downturn due to COVID-19, become the basis for post-war recovery and, in general, give impetus to the achievement of the Sustainable Development Goals.

Literature Review

The interplay between migration and economic prospects has been extensively studied, with significant contributions to understanding how migration influences economic conditions in both origin and destination countries. Czaika (2015) explores the economic incentives and outcomes associated with migration, emphasizing how economic disparities drive migration flows and, in turn, how these flows impact labor markets and economic growth in receiving countries.

Shtangret et al. (2021) provide insights into how anticipative management can enhance economic security at the enterprise level. Their research, published in *Business: Theory and Practice*, discusses the proactive strategies businesses can employ to anticipate and mitigate risks, including those related to economic instability and labor market fluctuations. This approach is particularly relevant in the context of migration, as businesses must adapt to changing labor supplies and economic conditions brought about by migrant flows. The authors argue that effective anticipative management can help enterprises remain resilient and secure in a dynamic economic environment.

The concept of flexicurity, which combines labor market flexibility with social security, is crucial for managing the impacts of migration on labor markets. Boeri, Conde-Ruiz, and Galasso (2012) discuss the political and economic dimensions of flexicurity in their article published in the *Journal of the European Economic Association*. They examine how flexicurity can help balance the needs of employers for flexible labor markets with the protection of workers' rights and social security, which is essential in the context of increased migration and economic globalization. Their findings suggest that well-designed flexicurity policies can mitigate some of the adverse effects of migration on native labor markets by providing both flexibility and security.

Dewi, Dwiatmadja, and Suharti (2019) focus on the role of learning organizations in addressing skill mismatches, a common issue in migration dynamics. Published in *Business: Theory and Practice*, their qualitative study highlights how organizations that prioritize continuous learning and development can better integrate migrant workers, thereby reducing skill mismatches and enhancing overall productivity. This approach not only benefits the migrants but also the host economies, which can leverage the diverse skills and experiences brought by migrants to drive innovation and growth.

The modeling of information support for combating corruption and ensuring economic security is another critical area intersecting with migration studies. Kopytko and Sylkin (2023) discuss this in their work published in *Social and Legal Studies*. They argue that robust information systems are essential for maintaining economic security, particularly in the face of challenges posed by migration and globalization. Effective information support systems can help detect and prevent corruption, ensuring that the economic benefits of migration are not undermined by illicit activities.

Alazzam et al. (2023) explore the development of information models for e-commerce platforms within modern socio-economic systems, considering global digitalization and legal compliance. Published in *Ingénierie des Systèmes d'Information*, their study highlights how digital platforms can facilitate economic integration and opportunities for migrants. By leveraging e-commerce, migrants can overcome traditional

barriers to economic participation, thus contributing to their own economic security and that of their host countries .

Sylkin et al. (2018) examine the financial security of engineering enterprises as a precondition for anti-crisis management. Their research, featured in *Business and Economic Horizons*, emphasizes the importance of financial stability and crisis preparedness in maintaining economic security. This is particularly relevant in migration contexts, where economic shocks and labor market disruptions are common. By ensuring financial security, enterprises can better withstand the economic fluctuations associated with migration .

Bani-Meqdad et al. (2024) discuss the challenges of protecting intellectual property law and ensuring sustainable development within the cyber-environment.

Methodology

In order to find out the significance and nature of the impact of migration on achieving the goals of sustainable development, the following methods were used: induction and deduction, comparison and systematization - to specify the advantages and disadvantages arising from labor migration in relation to all parties, that is, the person, the exporting country and the country- labor importer; synthesis and analysis — to quantify the impact of COVID-19 and military actions in Ukraine on the intensity of migration; morphological analysis — to establish the impact of forced migration on the possibility of achieving the goals of sustainable development in Ukraine and EU countries; abstract-logical — for the formation of theoretical generalizations and research conclusions.

IDEF0 (Integration DEFinition for Function Modeling) is a widely used method for modeling the decisions, actions, and activities of an organization or system. This method provides a structured approach to analyze and design processes by breaking them down into their constituent functions. It uses a series of diagrams to represent the functions and their relationships, offering a clear and comprehensive visualization of the processes involved. In the context of migration and sustainable development, IDEF0 can help map out the complex interactions between various factors such as economic conditions, policy frameworks, social dynamics, and environmental impacts. This method aids in identifying critical areas that need attention and in understanding how different components of the migration process influence each other.

Applying IDEF0 to the challenges of migration amid intensifying globalization, COVID-19, and military actions involves creating a detailed model that captures the multifaceted nature of these issues. For instance, it can illustrate how global economic policies and military conflicts drive migration flows, how COVID-19 impacts these movements, and how various stakeholders—governments, NGOs, and the migrants themselves—respond to these challenges. By using IDEF0, researchers and policymakers can systematically examine each aspect of migration, identify potential bottlenecks or inefficiencies, and develop strategies that promote sustainable development. The clear visualization provided by IDEF0 diagrams makes it easier to communicate complex processes and solutions to diverse stakeholders, ensuring a collaborative and informed approach to addressing migration-related challenges.

Results Of Research

Among the key factors that had a significant impact on the intensity of migration processes, we took into account two: COVID-19 and military operations in Ukraine. Such a step is justified due to the significance of the influence of these factors in order to substantiate the grounds for a change of paradigm in achieving the goals of sustainable development due to the need to take into account migration in general and the factors of change in its intensity.

In order to outline the severity of the impact of COVID-19 in general, we will give some data, comparing it with the facts during the Great Recession of 2008: firstly, if in 2008 economic activity in the EU decreased by 4.3%, then the last pandemic caused a decline of 6 %; second, the number of workers in need of support reached 40 million in the second quarter of 2020, compared to only 1.5 million in the first quarter of 2009.

These facts became the basis for the application of radical and comprehensive measures to stabilize the situation on the market, which in a certain way were different in each country. For example, consider the experience of the EU, the USA and Ukraine. In the EU, the German "Kurzarbeit" program was adopted as a basis, which was previously tested during the Great Recession, and therefore provided for the provision of transfers to companies to preserve their workforce by paying a certain proportion of wages. The support program was flexible, as the amount of payments was different in each EU country and directly depended on the complexity of the situation on the labor market. For example, in Germany the amount of compensation was 60% of the salary, while in Italy and France it was 80%. Additional payments were established for families with children and in other cases. The result of such a program, which was aimed at maintaining the stability of the labor market, can be outlined based on several key points: on the one hand, significant costs that led to an increase in the EU public debt to 98% of GDP, but stability was manifested in the confidence of each employee in the further preservation of jobs, which reduced the loss of personnel potential for companies, although such passivity did not ensure the necessary competition between applicants for jobs and employees in the short term.

If in the EU public policy was aimed at preventing a sharp increase in unemployment through transfers to employers, then in the US the situation was radically different, as payments went to households. The main idea was to encourage a person who lost a job to find a new job, while providing assistance. The result was an increase in the unemployment rate from 3.8% in February 2020 to 13.0% in May 2020. Despite the expectation of a quick stabilization, in fact a situation arose when a significant part of the unemployed was passive in looking for a new workplace, which was determined by: the possibility of receiving payments, expectations of an increase in more favorable offers from employers in terms of the level of wages and a wider social package, and consideration of continuing their activities in another industry, which to a lesser extent suffered losses from the decrease in economic activity. Therefore, in the USA during COVID-19, an imbalance was formed, which, due to the excellent pace of recovery of various sectors of the economy, consisted in the passivity of the labor force, as well as in the simultaneous existence of a shortage of labor and an excessive number of applicants.

In Ukraine, the unemployment rate has not changed significantly, as indicated by its values before and during the pandemic: 2018 – 8.8%, 2019 – 8.2%, 2020 – 9.5%, 2021 – 9.9%. We believe that this was facilitated by labor migration, which was emphasized above, as well as the existence of a fairly large sector of illegal workers, the number of which was estimated to be up to 3 million people. In addition to the above, there is another important circumstance, which is the difference between the state policy on regulating the labor market in Ukraine and the above-mentioned countries, that is, the USA and the EU. Thus, neither enterprises nor the workforce received support from the state, but were forced to adapt. Enterprises managed to significantly optimize costs, which primarily consisted in reducing staff (the reduction in large and medium-sized enterprises was from 10 to 50%), reducing labor costs (such a measure was implemented in the conditions of 70% of business entities) and limitation of the social package (leaving only health insurance). In order to save money, in particular in terms of attracting employees with fewer requests for payment, a remote form of work performance was partially introduced. This development of events, when the burden of the consequences of COVID-19 was actually shared by market participants, i.e. employers and employees, with the latter having a less favorable position, led to an increase in labor migration. It must be admitted that the first wave of COVID-19 slowed down the volume of labor migration, which was reflected in a decrease in the volume of remittances to Ukraine by approximately 2%.

The provision of such analytical data is intended to emphasize the significance of the impact of military operations on the labor market. Also, in relation to 2022-2024, it is possible to follow several stages of rapid transformation of the labor market, which are interesting from the point of view of studying the behavior of the main participants, i.e. employers and employees to simulate similar situations in the conditions of any other country:

The 1st stage – March-April 2022 – was characterized by the absolute dominance of the position of employers, which manifested itself in: a 30-fold decrease in vacancies compared to the same period in 2021; staff reduction of 16.5%; wage reduction was applied to 30% of enterprises. Salaried workers were forced to make concessions in the form of consent to part-time employment and a lower wage level (65%);

II stage - May-December 2022 - stabilization of the situation due to the restoration of control over part of the northern and eastern regions with the simultaneous increase in the production of military goods, which required labor. There was a difference in the ratio of interests of employers and employees on a regional basis, when the dominance of the former remained exclusively in the west of the country due to the large number of internally displaced persons;

III stage - from January 2023 to today - the predominance of the interests of salaried workers due to the restoration of industrial and agricultural production at a high rate of mobilization, which affected men aged 18 to 60. Therefore, with the departure of up to 2.75 million able-bodied people outside the country, the number of armed forces of 1 million people with the mobilization of up to 0.7 million more people, there is a shortage of labor on the labor market, particularly in construction and agriculture. This became the basis for acquiring the necessary knowledge of women and employment in vacant positions. The situation worsens due to disappointing forecasts regarding the return of refugees from EU countries, if in 2022 80% of Ukrainians expressed such a desire, then in 2024 their share decreased, as only 21% have a desire to return quickly, for 45% the end of hostilities is important. The specified changes were the result of the influence of several factors: the subsequent difficult security and economic situation in Ukraine and the successful practice of EU countries to create comfortable conditions for those who have shown activity in their labor market. For comparison, in Ukraine, a monthly allowance of USD 60 is provided for internally displaced persons and another USD 100 for each child in the family. In addition, a monthly transfer of USD 225 is sent from the state budget to the employer for employing an employee from among internally displaced persons. In Poland and Germany, which sheltered the largest number of Ukrainian refugees at the first stages of the deployment of military operations, 1.5 and 0.7 million people, respectively, the monthly payment to each refugee is 300 euros, and in the case of two children in the family, then you can apply for and receive a subsidy for housing rent and utilities in the amount of 2,000 euros. Therefore, comfortable and safe conditions of stay in EU countries deter refugees from returning to Ukraine. At the same time, other trends became clear, the first of which is that starting from March 2022, the departure of men to Ukraine to participate in the defense of the country against the aggressor, which exacerbated the problem with the labor force in construction and logistics of the EU countries. The second trend, which we have already emphasized, is that thanks to labor migrants, rather significant amounts of remittances arrive in Ukraine, and the return of men to their homeland has worsened this position. Thus, in 2023, only 11.37 billion US dollars were transferred to Ukraine, in contrast to 14.0 billion US dollars in 2021, which is connected both with the return of a part of men to participate in the defense of the country, and departure as refugees previous addressees of such transfers. In the return flow, i.e. to EU countries, 2.75 able-bodied people left, but most of them are women, who make the main efforts in obtaining additional income to ensure better conditions for the children under their care.

The strategy of sustainable development of Ukraine provided for the fulfillment of the goal of "employment and social protection of the population" by involving up to 8.3 million people in the functioning of small and medium-sized enterprises. The actual value of this indicator in 2021 was 7.3 million people, but due to a significant number of refugees in 2022, the situation worsened significantly. Another, no less important, reason was the difficulty of creating safe conditions for employees to perform their tasks, which does not allow to increase the number of economically active population. A rather similar situation arose with regard to the implementation of such a goal of sustainable development as "reduction of inequality", since the decommissioning of health care facilities (as of July 2024, 1,523 facilities were damaged and another 195 were completely destroyed) limited part of the population in obtaining vital services.

Lets build first IDEF model:

A1. Assessment and Analysis. Conduct comprehensive assessments of migration patterns and their socio-economic impacts.

A2. Policy Development. Develop policies aimed at enhancing economic opportunities in both origin and destination countries to reduce forced migration.

A3. Implementation. Implement comprehensive migration management systems that streamline processes and reduce bureaucratic barriers.

A4. Continuous Improvement. Conduct regular reviews of migration policies and their outcomes to ensure they remain relevant and effective (Fig.1).

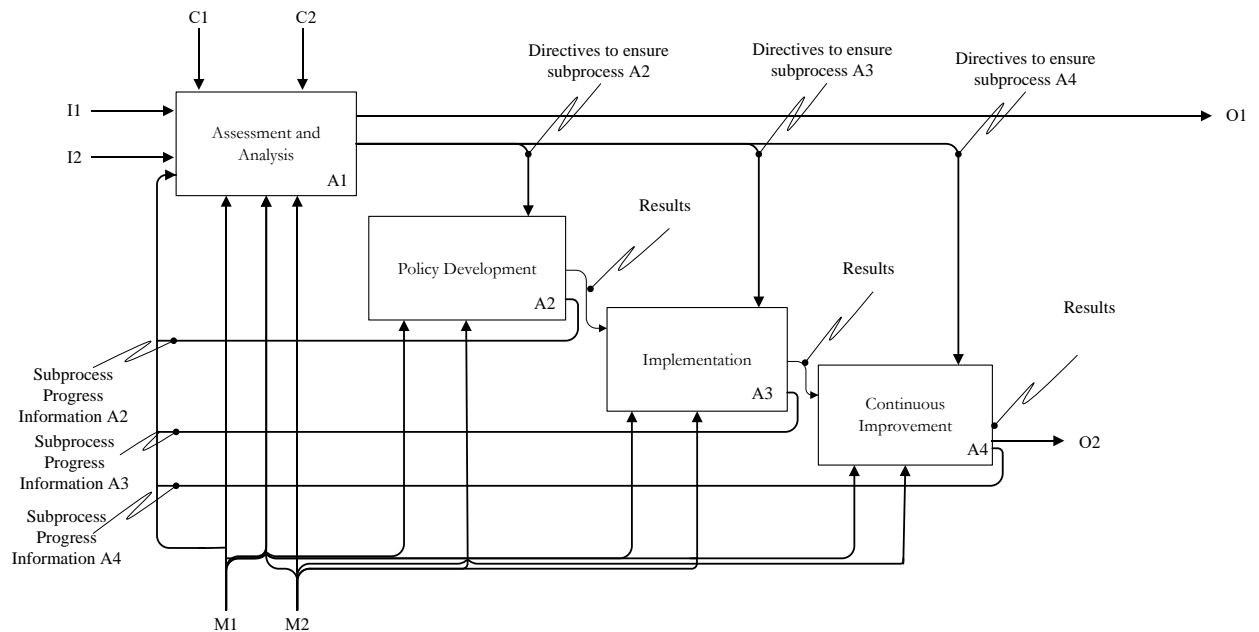


Figure 1. The first IDEF0 model

Source: own analysis

Lets build second IDEF model:

B1. Community Needs Assessment. Engage with migrant communities to understand their specific needs and challenges.

B2. Capacity Building. Provide training and resources to local organizations and community leaders to empower them to support migrants effectively.

B3. Program Implementation. Launch community programs based on the needs assessment, focusing on areas such as health, education, and economic support.

B4. Evaluation and Adaptation.

Using the diagrams of factor connectio Monitor and evaluate the effectiveness of community programs through regular feedback and impact assessments (Fig.2).

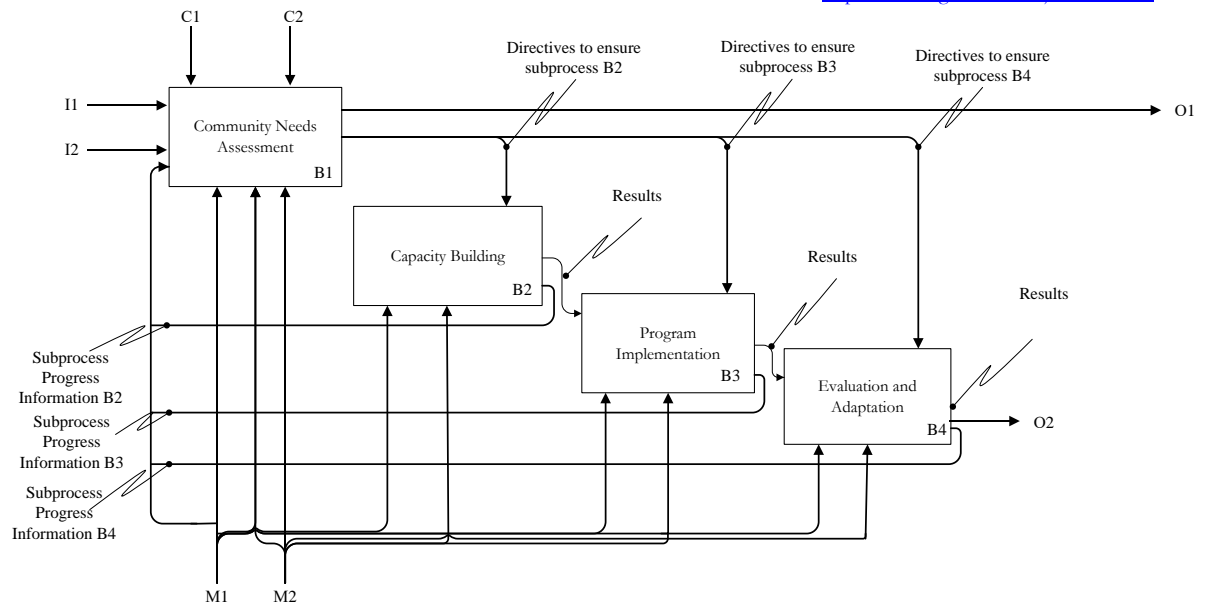


Figure 2. The second IDEF0 model

Source: own analysis

By adopting these structured approaches, stakeholders can better address the complexities of migration and promote sustainable development, ensuring that both migrants and host communities benefit from improved policies and practices.

Discussions

Podra et al. (2020) discuss the theoretical aspects of human capital formation through the redistribution of human potential via migration and investment processes. Blikhar et al. (2023) examine the economic and legal aspects of counteracting corruption within state anti-corruption measures. Alazzam et al. (2023) explore state management of rational environmental use in the context of the bioeconomy, as discussed in the *International Journal of Environmental Impacts*.

Arpaia and Mourre (2012) provide a comprehensive analysis of the performance of European labor markets and the role of institutions, as published in the *Journal of Economic Surveys*. Their findings emphasize the need for labor market institutions to adapt to the realities of increased migration. Launov and Wälde (2016) investigate the employment effects of reforming public employment agencies, published in the *European Economic Review*. Their research indicates that well-designed public employment services can significantly improve labor market outcomes for migrants. Alazzam et al. (2024) propose a methodical approach to selecting business management strategies within changing commercial activities, as outlined in *Business: Theory and Practice*. The authors emphasize the importance of strategic flexibility for businesses operating in environments influenced by migration. Krupa et al. (2024) discuss the role of digital transformation in enhancing enterprise competitiveness through artificial intelligence, published in the *International Journal of Religion*. Their study highlights how digital tools can improve personnel management, particularly in the context of migration. Alazzam et al. (2023) explore the development of innovative e-commerce models to ensure business economic security, as discussed in *Business: Theory and Practice*. Their findings suggest that e-commerce can play a crucial role in integrating migrants into the economic mainstream. Saleh et al. (2020) delve into the legal aspects of managing cryptocurrency assets within the national security system, as presented in the *Journal of Security and Sustainability Issues*. The authors discuss how the adoption of cryptocurrency can impact economic security, including in the context of migration.

Alazzam et al. (2023) examine the nature of electronic contracts using blockchain technology, with a focus on Bitcoin, as published in the *Revista De Gestão Social E Ambiental*. Their study highlights how blockchain technology can enhance the security and transparency of economic transactions, which is particularly relevant in the context of migration.

Conclusions

Migration processes are characterized by a steady increase, the result of which is the redistribution of the population between territories with a corresponding violation of the ecological and socio-cultural balance, which complicates the possibility of consolidated achievement of the goals of sustainable development. Migration is characterized by a number of positive and negative aspects both at the level of the exporting country and the importing country, and of each migrant worker. The growth of migration processes requires a review of the principles of its regulation, based not only on economic priorities for all participants, but also on the basis of the ability to follow in order to achieve the goals of sustainable development.

The problem of international population movement acquires a separate theoretical and methodological content, if it is considered from the standpoint of institutional failure in relation to approaching the Goals of Sustainable Development from the moment people enter the migration process. Thus, there is a certain post-institutional paradox of the presence of the most urgent need to counter the risks of sustainable development in relation to those population groups, in relation to which the international consensus corresponding to the challenges of the normative-legal and organizational-economic tools of the developers of relevant policies at the global and regional levels has been developed to the least extent. At the same time, international and national institutions are aware that it is extremely difficult to counteract the primary causes of migration, moreover, researchers emphasize that the list of these factors will continue to increase and the scale of migration phenomena will increase, in particular in the form of climate migration and/or direct/indirect use of migration streams for international political pressure. Accordingly, we consider it expedient, along with countering the global existential problems of humanity that encourage migration, to focus international efforts, probably under the auspices of the UN Refugee Agency, on agreeing on uniform standards for the inclusive institutionalization of migrants in the international environment based on rational expectations. Thus overcoming another institutional trap of failure of the international and national systems of regulating the distribution of refugees and migration to the process of reception and adaptation of migrants that is effective for all stakeholders.

Within the last decade, a unique situation has developed, which makes it possible to revise the paradigm of the influence of migration on achieving the goals of sustainable development, using the example of the EU countries and Ukraine.

For Ukrainian labor migrants, until the beginning of the new phase of the Russian Federation's military aggression, the decisive factor was the inability to use decent and productive labor in their country and the existence of more attractive working conditions abroad. From February 24, 2022, the situation changed in a certain way, when the need to save life became primary, but later adaptation took place with the entry of refugees into the labor market of EU countries. That is, the following transformation took place: labor migrants - forced migrants - a combination with a gradual preference for labor migration and a possible change of the main place of residence in favor of the importing country. A key obstacle for refugees who did not have previous experience of working abroad was the problem of language and the need to retrain for the requirements set for vacant positions. In fact, this stage has been overcome both due to the refugees' desire for self-improvement and on the basis of reducing the requirements for such a group of applicants for jobs. In the current conditions, refugees are interested in a long-term stay in EU countries, both because of the difficult security and economic situation in Ukraine, and because favorable conditions have been created for the realization of their own potential.

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