










## SYSTEMATIC REVIEW

# Public Administration in the Context of Global Challenges

## La administración pública en el contexto de los retos globales

Hanna Mykhalchenko<sup>1</sup>  , Olena Cherniaieva<sup>1</sup>  , Oksana Bashtannyk<sup>2</sup>  , Iryna Shumliaieva<sup>3</sup>  , Nataliia Pitel<sup>4</sup>  

<sup>1</sup>V. N. Karazin Kharkiv National University, Department of Economics of Enterprises and Management. Kharkiv, Ukraine.

<sup>2</sup>Dnipro University of Technology, Department of History and Political Theory. Dnipro, Ukraine.

<sup>3</sup>Dnipro University of Technology, Department of Public Administration and Local Self-Government. Dnipro, Ukraine.

<sup>4</sup>Central Ukrainian National Technical University, Faculty of Economics, Department of Economics, Management and Commercial Activity. Kropyvnytskyi, Ukraine.

Cite as: Mykhalchenko H, Cherniaieva O, Bashtannyk O, Shumliaieva I, Pitel N. Public Administration in the Context of Global Challenges. Management (Montevideo). 2025; 3:209. <https://doi.org/10.62486/agma2025209>

Submitted: 08-07-2024

Revised: 19-12-2024

Accepted: 05-06-2025

Published: 06-06-2025

Editor: Ing. Misael Ron 

Corresponding Author: Hanna Mykhalchenko 

### ABSTRACT

**Introduction:** the study explored Ukraine's public administration within the context of global challenges, focusing on war, digitalisation, migration, and economic instability. The objective was to assess the effectiveness of governance strategies and identify systemic issues requiring reform.

**Method:** a descriptive design was applied using content analysis, comparison, and synthesis. Literature was selected through the PRISMA method, resulting in 54 sources published between 2018 and 2024. Data were coded and categorised using Microsoft Excel, enabling structured interpretation and cross-comparison.

**Results:** the findings revealed superficial integration of socio-economic sectors, insufficient legal adaptation, and weak crisis response mechanisms. Public administration expenditures were inefficient, with over 50 % allocated to salaries and operational costs. Although digital tools like Diia enhanced service delivery, challenges persisted in cybersecurity and trust. Key recommendations included eliminating functional duplication, implementing project-based budgeting, and strengthening civil society engagement.

**Conclusions:** ukrainian public administration demonstrated partial adaptability but remained vulnerable to complex internal and external pressures. Strategic reforms, digital innovation, and international experience exchange were deemed essential for improving resilience and transparency. The study highlighted the need for systemic, integrated approaches to sustain effective governance in a continuously evolving global environment.

**Keywords:** Public Administration; Globalisation; Crisis Management; Political Stability; Strategic Planning; Management Innovations; Digitalisation; Professional Training of Civil Servants.

### RESUMEN

**Introducción:** el estudio exploró la administración pública de Ucrania en el contexto de retos globales, centrándose en la guerra, la digitalización, la migración y la inestabilidad económica. El objetivo era evaluar la eficacia de las estrategias de gobernanza e identificar los problemas sistémicos que requieren reforma.

**Método:** se aplicó un diseño descriptivo utilizando análisis de contenido, comparación y síntesis. La bibliografía se seleccionó mediante el método PRISMA, lo que dio como resultado 54 fuentes publicadas entre 2018 y 2024. Los datos se codificaron y clasificaron utilizando Microsoft Excel, lo que permitió una interpretación estructurada y comparación cruzada.

**Resultados:** las conclusiones revelaron una integración superficial de los sectores socioeconómicos, una adaptación jurídica insuficiente y mecanismos de respuesta a crisis deficientes. El gasto de la administración pública era ineficiente, ya que más del 50 % se destinaba a salarios y gastos operativos. Aunque herramientas digitales como Diia mejoraron la prestación de servicios, persistían retos en ciberseguridad y confianza. Entre las recomendaciones clave figuraban la eliminación de duplicación de funciones, la aplicación de presupuestos basados en proyectos y el refuerzo de la participación de la sociedad civil.

**Conclusiones:** la administración pública ucraniana demostró una adaptabilidad parcial, pero siguió siendo vulnerable a presiones internas y externas. Se consideró que reformas estratégicas, innovación digital y el intercambio de experiencias internacionales eran esenciales para mejorar resiliencia y transparencia. El estudio destacó la necesidad de adoptar enfoques sistémicos e integrados para mantener una gobernanza eficaz en un entorno mundial en evolución.

**Palabras clave:** Administración Pública; Globalización; Gestión de Crisis; Estabilidad Política; Planificación Estratégica; Innovaciones en la Gestión; Digitalización; Formación Profesional de los Funcionarios Públicos.

## INTRODUCTION

In today's context, current changes and related social, economic, and environmental issues require deeper reflection in the scientific discourse. In addition, the challenges to sustainable development of territories determine the importance of addressing them through the effective implementation of public management and administration in Ukraine. Therefore, current problems make modern countries face the need to implement the adaptation of the public administration sector.<sup>(1,2)</sup> Studying the experience of Ukraine as a country with unique challenges and a favourable geographical location is an important research issue, as it will demonstrate some innovative approaches to strengthening state institutions in a military crisis. At the same time, the notable characteristics that define the Ukrainian case in the field of public administration are the ability to quickly mobilise resources during crises (are talking about the conditions of military operations, economic instability, and the COVID-19 pandemic). In addition, an important part of development is the introduction of e-governance systems that promote transparency, efficiency, and openness to ongoing government processes. The main e-governance system was the introduction of Diia, which allowed for the receipt of digital documents and reduced bureaucratic burdens. Another important challenge that requires more detailed analysis is the need to integrate European governance standards into the Ukrainian model.<sup>(3)</sup> Therefore, the main research problem is to study in detail the peculiarities of the functioning of the public administration system in the context of global challenges (war, rising geopolitical tensions, migration crises or digital transformation). In addition, the research problem is determined by the analysis of the process of adaptation of the Ukrainian public administration system to global challenges, the analysis of the use of international experience, and the response to internal and external processes. Ukraine has actively adopted and adapted the governance models successfully implemented in the EU and the US. For example, modern NATO standards serve as an important basis for security sector reform.

Therefore, the emphasis will be placed on the following aspects of the adaptation of Ukraine's governance sector to global challenges: military challenges and governance in times of war, analysis of the main processes of responding to national security threats, digital transformation, development and implementation of important civilian solutions to ensure the continuity of public administration in times of crisis, analysis of the use of technology and cybersecurity; response to internal challenges through the prism of building trust between citizens and public authorities.

Therefore, the focus of this work will be on studying the key aspects of ensuring the functioning of the public administration system in Ukraine and its detailed analysis of certain opportunities for adaptation of this sector in the current conditions of globalisation challenges. In addition, the work will focus on certain achievements in digitalisation and transparency of current management processes. To analyse the functioning of public administration in Ukraine in the context of the crisis, a descriptive study should be conducted, considering modern methodological approaches, in particular, system analysis and comparative approach, based on which the effectiveness of Ukrainian decisions in the context of crises will be determined.

Accordingly, the purpose of the study is to analyse the Ukrainian experience of implementing public administration in the context of global challenges (globalisation, digitalisation, internationalisation, migration, economic instability) and to develop recommendations for optimising the management system, considering the identified challenges.

The main research questions are as follows:

- Determining the impact of globalisation on public administration.
- Characteristics of challenges for public administration in Ukraine.
- Recommendations for improving public administration services in Ukraine.

For this purpose, several research hypotheses have been formed:

1. In times of crisis, it is important to introduce remote management and exercise of powers in a digital format to improve the quality of public administration services.
2. The use of digital accounting solutions helps to preserve the functionality of management processes, while the application of various transparency and accountability practices allows for more active involvement of citizens in decision-making.

## Literature Review

### *Factors contributing to the functioning of public administration*

The current scientific discourse presents various aspects of the effective functioning of the public administration sphere. According to several modern works, the activities of the public administration and its specifics are significantly affected by the processes of globalisation, the current state of international relations, and integration processes.<sup>(4,5,6)</sup> These authors have shown that large private businesses and global civil society are important driving forces behind the modernisation of global governance. However, the methodological limitation is the consideration of local management processes and the theoretical nature of the research. For this reason, new challenges and threats to the security of the state arise, and the importance of various institutions in resolving and preventing management crises increases significantly. Thus, the scientific literature shows that the functioning of public administration depends on many factors that affect its efficiency, stability and ability to respond to challenges. According to <sup>(7)</sup>, public administration should be determined by effective strategic processes that should determine its results. At the same time, Bryson et al.<sup>(8)</sup> also point out the importance of implementing specific strategies for regulating the governance system, which should consider various factors. Buriak et al.<sup>(9)</sup>, considering current globalisation trends, described the current problems of public administration in Ukraine; the authors also drew attention to the analysis of international experience.

### *Challenges of globalisation*

The scientific papers prove that globalisation creates various challenges for public administration in Ukraine, especially in the context of instability. Firstly, the authors draw attention to economic challenges. In particular, the studies point to dependence on global markets and the risks of financial crises through the integration of financial systems. The papers point to the limited access to global investment, which is obviously related to the war. Another notable risk is financial dependence, for example, dependence on international financial support. Social challenges also play a role. Mass migration abroad could result in a shortage of professional labour. Some studies point out that internal factors such as the quality of state institutions, organisational systems, and a clear division of powers affect the effective implementation of public administration in the face of challenges.<sup>(4,10,11)</sup> At the same time, as proven in several works, the absence of corruption, transparency and stability of government bodies, and the avoidance of duplication of functions between levels of government contribute to the effective organisation of the public administration process.<sup>(11)</sup> According to <sup>(12)</sup>, the strategic management model also plays an important role in this process. At the same time, a separate role should be given to the development of human resources. Research has emphasised the importance of civil servants' qualifications: their ethics, motivation and professional skills.<sup>(13)</sup> Thus, according to <sup>(14)</sup> and <sup>(15)</sup>, important attention should be paid to the system of training civil servants, as well as their education and skills development. The works of these authors point to the important role of modern innovative teaching methods and technologies in the development of professionalism of students.<sup>(14,15,16)</sup> However, the limitation of the analysed works is the general approach to certain issues. In particular, the authors did not pay much attention to the impact of such a globalisation factor as technological challenges. Therefore, some studies either outline general globalisation trends or point to local features (agrarian orientation, demographic constraints, financial crisis) that require additional reflection.

### *Technological*

According to some studies, scientific and technological progress and the emergence of new innovative technologies in the field of communications also have a significant impact on public administration. Some innovative management strategies are also presented by <sup>(17)</sup>. In general, researchers pay attention to the analysis of the achievements of digitalisation solutions for the development of the management system in Ukraine. The existing experience of digitalisation of public services in Ukraine is in many ways ahead of European practices. Current works indicate that the use of digital technologies in the public administration system is usually aimed at increasing efficiency, transparency, and, in some respects, the availability of services in Ukraine.<sup>(18,19)</sup> For this reason, the analysis of scientific papers shows that the use of e-government is important.<sup>(20)</sup> Public service portals facilitate access to various administrative services. In addition, digital identification systems facilitate citizens' secure access to certain online services. However, some scholars point out that new solutions are not always effective for governance. For example, Alsarhan et al.<sup>(21)</sup>, in their study analysing the

peculiarities of public administration in the MENA region, identified some gaps in the new governance system. Therefore, the introduction of new technologies should be accompanied by monitoring and detailed analysis of the effectiveness of new management systems. These thoughts are also relevant to Ukrainian realities. All the above, against the backdrop of increasing globalisation, brings new challenges, methods and directions of development to the field of management. As a result of the emergence and intensification of transformational changes in the field of management, effective, targeted, dynamic actions and means should be considered to meet the requirements of the times. The main methodological gaps are the lack of empirical data analysis and the focus on theoretical analysis of local problems. Thus, the scientific field still lacks thorough research on the specifics of public administration in Ukraine in the context of various current challenges. As can be seen from the literature analysis, although some authors pointed to various challenges, they approached this problem superficially and did not set themselves the task of analysing them. More analysis will be needed to identify both local (migration, economic instability, war, digitalisation of local solutions) and global factors that have a direct impact on the formation of strategies and principles of public administration in Ukraine. This study will address these gaps by identifying the Ukrainian experience of implementing public administration in the face of global challenges and describing the key results and problems in the governance system in view of current challenges.

## METHOD

### Research design

This study type is descriptive and aimed at a systematic description of public administration in Ukraine, which aims to formulate key recommendations for improving the public administration services in Ukraine. These issues are identified for the first time at such a comprehensive level. They will contribute to forming a critical new perspective on the adaptation of Ukrainian public administration. The descriptive type of research was chosen, since it allows us to systematize and summarize key issues of public administration in Ukraine through the prism of global challenges.

The current study focuses on important aspects of Ukraine's public administration system that have not previously been on the periphery of modern scholars' attention. It considers adapting the governance system to global challenges (war, digitalisation, growing geopolitical tensions) in real time. This aspect has not been well-researched in analysing integrated reforms and crisis events, as previous studies have focused on theoretical or long-term processes.

This study does also consider the specific differences between the Ukrainian case and those of other EU countries. As Ukraine has faced the challenges of war and internally displaced persons, the criteria for including literature analysing international experience were adapted to these specifics. The adaptation of the criteria to the specifics of the Ukrainian case was based on considering military aspects, including the international experience of countries that faced war and digitalisation, as well as consideration of internal change and adaptation practices. At the same time, the practices of EU countries with a similar transformational path were considered for Ukraine, which is actively pursuing decentralisation reform.

### Sample

The study was conducted using a purposive sample that included various types of scientific and analytical materials (table 1):

Table 1. Types of research	
No.	Type
1	Analytical reviews
2	Analytical reports of international organisations
3	Scientific empirical publications describing the impact of challenges on governance
4	Review articles describing the functioning of public administration in times of crisis
5	Sources covering specific Ukrainian cases of public administration regulation

The sample is limited to scientific materials published in 2018-2024. This range was chosen to consider the main modern transformations and the role of current events that impact the Ukrainian governance system. Geographical focus: Ukraine and EU countries. This was done to account for the most relevant studies to the Ukrainian case. However, general works relevant to the main factors of ensuring an effective governance system are also considered. Accordingly, the main criteria for including scientific sources were relevance, content, creation period, and geographical focus (table 2). To determine relevance, the practical applicability of the findings for public administration in Ukraine was usually considered. Thus, those findings that resulted in clear recommendations or suggestions for optimisation were assessed as relevant.

Table 2. Criteria for inclusion and exclusion of scientific sources	
Inclusion criteria	
Completeness of public administration analysis	The study describes the main aspects of the functioning of public administration in the face of challenges
The content of the main challenges	The study presents the main globalisation challenges
Time range	The research was conducted in 2018-2024.
Geographical focus	Ukraine, the emphasis is also on the analysis of the governance systems of neighbouring countries Poland, Hungary and other EU countries.
Language: Ukrainian, English	Inclusion of sources written in English. The criterion for foreign language publications is the availability of an English summary.
Exclusion criteria	
Lack of critical analysis of management features	The study only mentions certain aspects of the functioning of public administration
Superficial and incomplete research	Superficial and part-time work is not eligible for inclusion
Time range	The studies were written before 2018.
Works that did not describe the tools for collecting scientific sources	Works with inaccurate methodology, description of the process of collecting scientific sources, and no information on methods of source analysis were subject to rejection
Studies with no results	Works that had only an abstract and were in closed or paid access were excluded

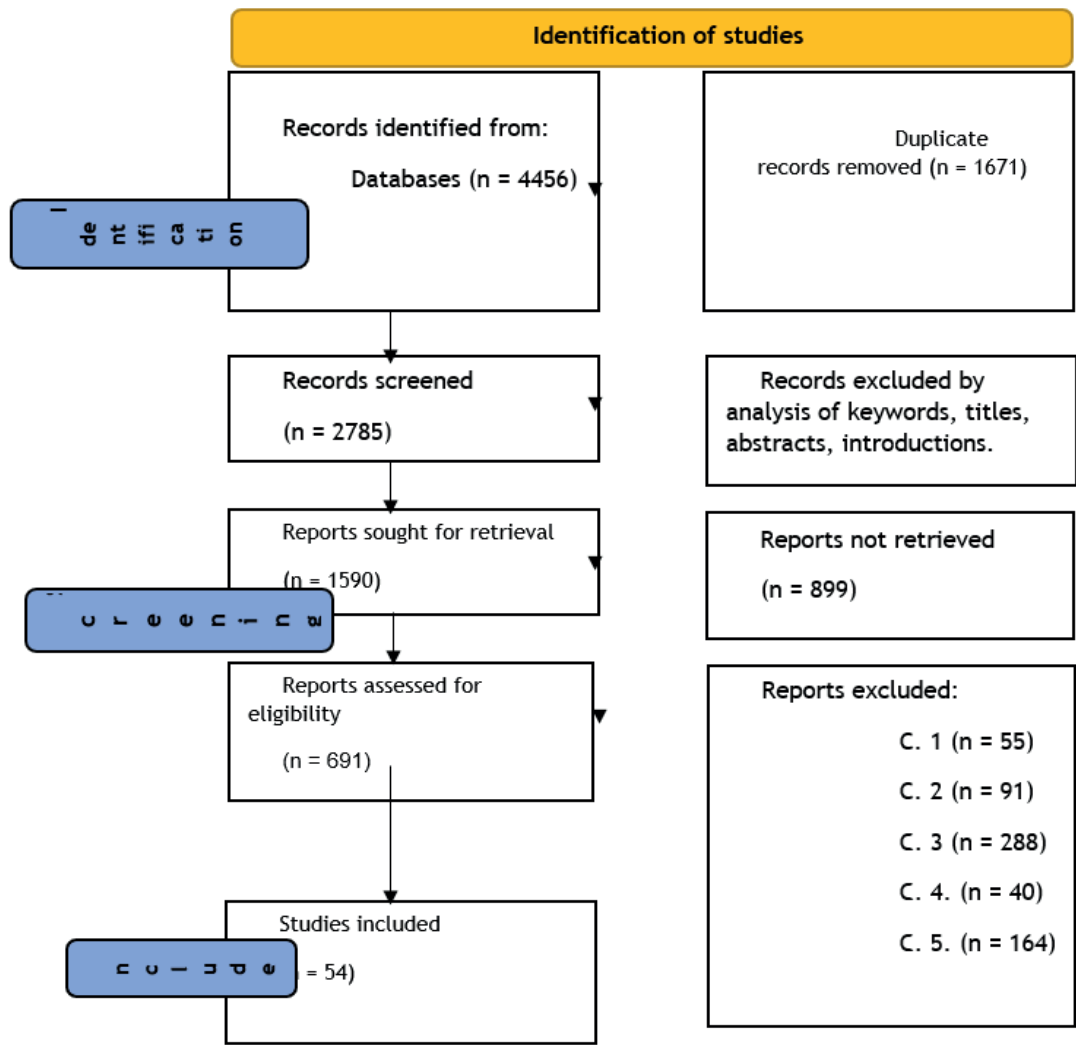


Figure 1. PRISMA Flow chart



The PRISMA tool was used for systematisation and selection. This tool defined keywords for selecting relevant literature: public administration, Ukraine, EU, provision, challenges, globalisation, and functioning problems. These words were entered into search databases like Scopus, Web of Science, and Google Scholar. A total of 4456 results were obtained. At the initial screening, all duplicates were rejected (-1671). After that, the papers that did not correspond to the content and issues were excluded by analysing the abstract, keywords and introduction (-1195 results). The identification and inclusion of sources were based on clear pre-formed criteria. There were 5 of them in total. They are concerned with content, relevance, period, geographical focus, and objectivity of data processing (table 1). Then, each criterion was applied to the selected research studies (figure 1).

### Data analysis

Thus, 40 items of scientific materials were selected using the PRISMA approach and the criterion method of inclusion. All the collected materials (53 items) were analysed using content analysis, which made it possible to describe the main challenges and the state of public administration in Ukraine. This analysis was carried out in stages. First, the data was coded. For this purpose, Microsoft Excel software was used, and tables were created for individual areas:

1. Author.
2. Year of publication
3. Global challenges
4. Main conclusions

Microsoft Excel was chosen because of its ease of use and convenience in organising basic data. In particular, the built-in sorting and filtering functions were used to organise the data and identify the most relevant cases. This made it possible to quickly compare the main practices in terms of their implementation effectiveness and identify challenges.

The following table deals with the main aspects of ensuring the functioning of the public administration system in Ukraine. Accordingly, the following areas are outlined:

1. Author.
2. Year of publication
3. Adaptation mechanisms
4. The general state of the public administration system in Ukraine
5. Institutional sustainability
6. Conclusions.

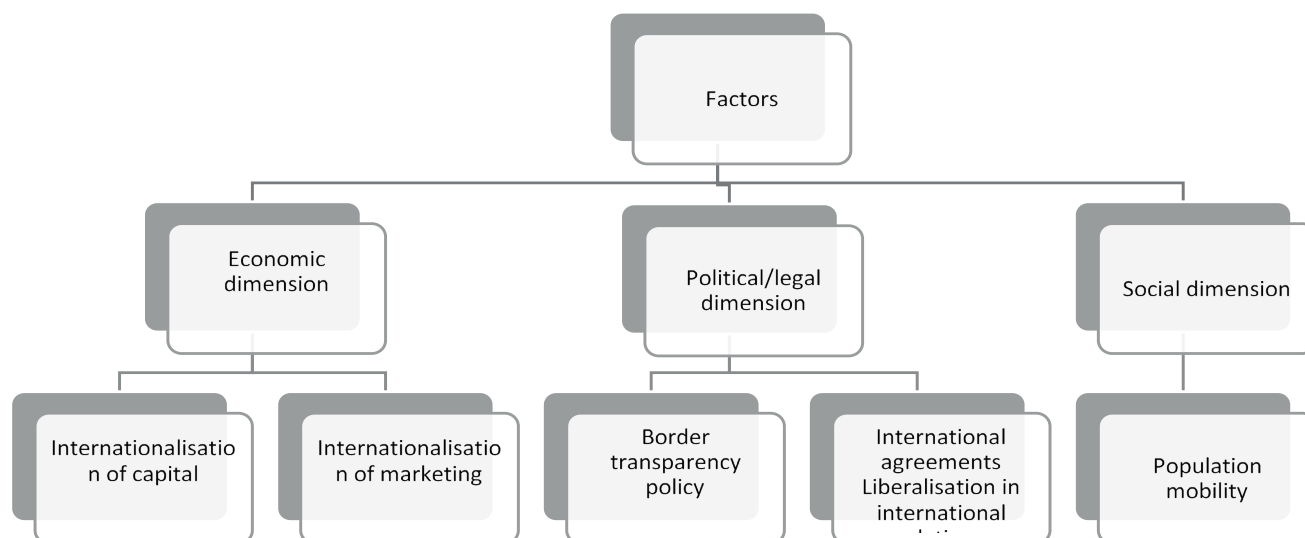
These categories were formulated to ensure the objectivity of the analysis, considering the main aspects important for analysing the adaptation of public administration to global challenges. The coding category is defined based on specific parameters to reduce the possibility of subjective interpretation of the data. To prevent bias in the analysis and ensure the reliability of the results, a cross-check with other studies by international authors was carried out after coding.

The formation of such a categorisation made it possible to systematise information on key topics: globalisation challenges, the state of public administration in Ukraine, adaptation mechanisms, etc. After that, a comparative analysis was carried out: the data obtained were compared with the results of other scholars, and a detailed discussion was held. The next stage was the interpretation of the results, particularly the formation of conclusions about the state of public administration in Ukraine in the context of global challenges.

## RESULTS

The processes of globalisation in the modern world are quite complex, multidimensional, and ambiguous scientific problems, some of which experts are still trying to classify and substantiate from a scientific point of view to draw common conclusions about their interpretation. According to modern concepts, globalisation is transforming into a new quantitative dimension that establishes a measure of intensity in the mutual relations of individual countries and their economic systems, which is due to the updated qualities of such relations, resulting in the creation of virtually new processes that function equally at both the global and local levels.<sup>(23)</sup> Within public administration, such a process is associated with the creation of several areas that, because of globalisation, have both favourable and unfavourable conditions that pose threats to effective public administration.<sup>(24,25)</sup> Having examined individual research positions on understanding globalisation and its impacts, it can be determined that globalisation is a process of thorough and intensive development of economic, political, and social systems that takes place at the international level as a result of the action and influence of various global processes (e.g., the movement of goods and services at the interstate level, new factors of production, including robotisation and digitalisation, internationalisation of production capacities in

manufacturing, significant infrastructure development, strategic management of the global economy, and the development of new technologies). Considering the impact on public administration requires an understanding of certain factors that have a direct impact on the domestic and foreign policies of states (figure 2).



**Figure 2.** Factors of globalisation impact on public life

These factors directly impact the formation of strategies and principles of public administration in each country. However, there are also additional challenges and influences. Russia's aggression against Ukraine, which began in 2014 and escalated into a full-scale Russian offensive in 2022, has become a mighty challenge for global politics and requires the development of new methods of public administration.<sup>(22)</sup> First of all, we are talking about physical pressure, destruction of infrastructure, threats to human life, disruption of usual economic and social ties, crisis of governance (in particular, in the frontline or occupied territories), demographic problems, etc. These challenges were new, at least in the European dimension, as there had been no military action of this scale for a long time. At the same time, the war also had a global impact, including the destruction of the existing collective security system (which also had an impact on Ukraine). Under such circumstances, the search for improved management solutions has become necessary and urgent for Ukraine's domestic policy (figure 3). The combination of global and local challenges for public administration in Ukraine demonstrates the need for comprehensive solutions to overcome them. There is a need to point out that the existing key legal acts and strategies of Ukraine contain only a partial solution to the governance problems that have been significantly exacerbated by the Russian aggression against Ukraine. In particular, the current law of Ukraine, "On Civil Service," defines the main types of organisations and the functioning of civil service, including certain principles, tasks, and rights of public managers in their positions. Despite the positive aspects of this document in formulating a clear hierarchy of employees and organising managerial interaction between them, the proposed law will require significant updates to respond to modern challenges, including digitalisation and crisis management. Some solutions to implement digitalisation are proposed in the Ukraine-2030 Sustainable Development Strategy. This programme document outlines the main directions of the country's development, including economic, social and environmental components. Given these proposals, it must also be acknowledged that the strategy contains a rather superficial assessment of certain global challenges (e.g., climate change or international competition, which are relevant due to Russia's invasion and the weakening of Ukraine's environmental security and economic potential). At the same time, certain government programmes on digital transformation and the use of digital governance opportunities are shaping initiatives to further intensify the automation of administrative services, overcome corruption risks, and increase transparency in service delivery. However, the issue of cybersecurity arises, including the relevance of the use of the Diia app and other tools that affect the market for administrative and management services in Ukraine.<sup>(29,30)</sup>

As a result, it can be argued that modern public administration in Ukraine is characterised by some fragmentation in the field of strategic planning. First, the existing strategies and legislative framework consider the existing interconnections between different sectors of social and economic life rather superficially, which significantly complicates the functioning of public administration. It can also be noted that the concept of "challenge-response" in the field of legislation is applied extremely slowly: the existing legal framework is changing rather slowly and does not keep up with the existing challenges, does not sufficiently take into account the need to apply advanced innovative approaches in the field of public administration, especially in the context of the crisis of Russian military aggression.

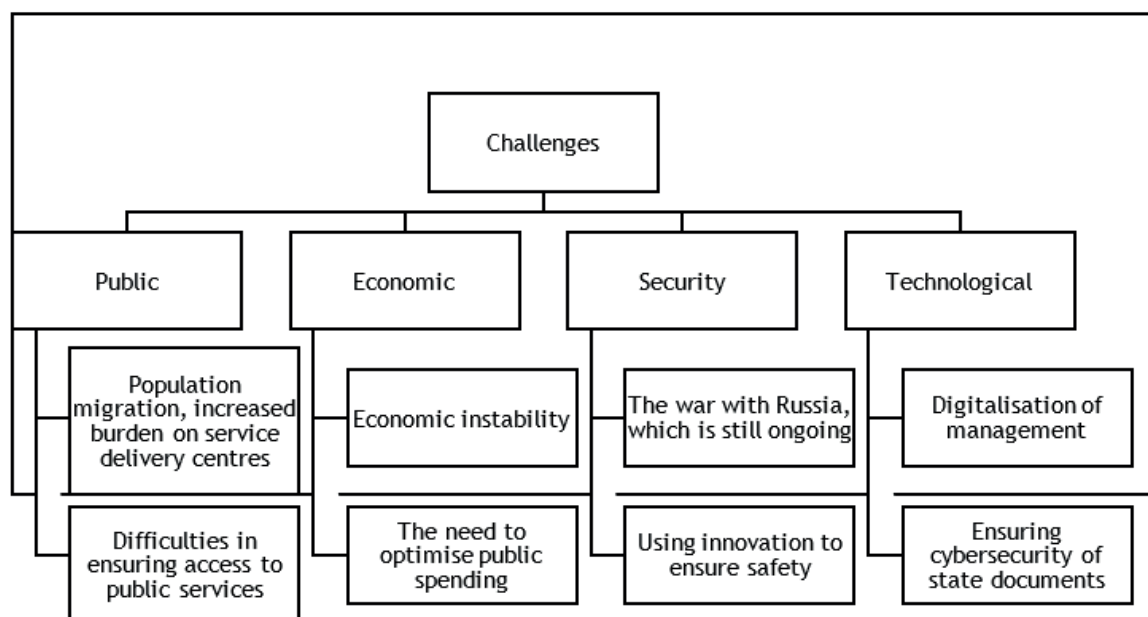


Figure 3. Challenges for public administration in Ukraine

A statistical look at the functioning of public administration in Ukraine shows certain trends that allow us to identify the problems and prospects in this area of public life. First, the share of public administration expenditures in Ukraine's GDP is about 8 %. This percentage figure is much higher than the average figure in the European Union (where this figure is approximately 4-6 % of GDP).<sup>(31)</sup> A look at these figures demonstrates the need to further optimise the costs associated with public administration in Ukraine.<sup>(32)</sup> Statistical analysis has also revealed that an extremely significant portion of financial resources is spent on maintaining the administrative apparatus. More than half of all expenditures are spent on paying salaries to officials and managers and covering various operating expenses. At the same time, the implementation of investment projects that are also related to public administration, the development of digital technologies, digital governance programmes, etc., continues to be rather insignificant. The efficiency of public administration spending continues to be low. This can be confirmed by certain indicators of public trust in public administration, which are only 28 % in general, while the anti-rating is 50 %, meaning that every second citizen considers the quality of management services provided by public institutions to be extremely inefficient. In addition, some international rankings, including the Governance Performance Index, have shown that the situation in Ukraine is significantly inferior to similar indicators in Central and Eastern Europe.<sup>(32)</sup> This situation demonstrates the continued need to reform the governance system with an emphasis on increasing the transparency of the formation of the state apparatus, the responsibility of individual managers and the overall performance of their activities. Accordingly, it is important to consider certain recommendations for improving the existing capabilities of public administration in the context of global challenges and the Russian military threat (table 3).

Table 3. Recommendations for improving public administration services in Ukraine

No	Recommendation	Description
1	Reduce duplication of appointments in government agencies	Organise a general audit of the functioning of various public administration bodies to identify repetitions and duplications. Such an audit will allow further optimisation of the organisational structure of the relevant bodies, reduction of financial costs for administrative support, etc.
2	Using project budgeting software	The use of such a form of budgeting, based on the implementation of individual tasks and the achievement of specific results, which will make it possible to ensure financial transparency in expenditures, will create the need to increase the efficiency of public institutions.
3	Implementation of digital services and automated administrative process systems	Increase e-governance capabilities through the development of online platform tools to expand administrative services, which will increase accessibility and reduce the time required to complete certain procedures.
4	Developing cybersecurity in public services	Further development and implementation of specific national standards for cybersecurity systems, ongoing testing of information security systems and registers, and special training of personnel in cybersecurity and cyberliteracy.



5	Use the services of independent monitoring bodies to determine the efficiency of management costs	Use the services of audit organisations (including private institutions), which can exercise constant control over the use of public funds in the field of governance, publish open reports and implement the process of accountability of public officials for further public scrutiny.
6	Active position of public control over the work of state authorities	Formation of separate platforms for establishing feedback between citizens, civil society organisations and public authorities, increasing the percentage of participation of civil society organisations in decision-making, organising and holding regular public discussions and consultations.
7	Functioning of separate training programmes for civil servants (focus on management actions in crisis situations)	Use of specific trainings and courses to prepare civil servants to increase their competence in crisis situations, including in the context of military operations or environmental emergencies.
8	International exchange of experience in the field of public administration	Use of internship programmes and grant support to establish an exchange of experience for Ukrainian civil servants, use of positive international management experience, organisation of separate international conferences and forums to develop best practices.

## DISCUSSION

In the context of global crises, public administration in Ukraine will require a thorough modernisation and active adaptation to modern requirements and realities. There is an urgent need to optimise costs and increase transparency in governance, including the active introduction of digitalisation tools and other innovative technologies.<sup>(36,37)</sup> Some of the proposed recommendations make it possible to strengthen the capacity of public administration in Ukraine in the context of further ensuring sustainable development and considering future global challenges. Therefore, in the discussion, modern globalisation challenges are a relevant topic for research, given their impact on the work of public authorities and current opportunities to overcome them. The proposed study aims to systematically analyse the Ukrainian experience of implementing public administration in the context of global challenges, identify key results and problems in the management system, and develop recommendations for optimising the management system in view of current challenges. In view of this, the main research questions were related to determining the impact of globalisation on public administration, characterising current challenges for public administration in Ukraine (particularly in the context of hostilities), and developing a list of recommendations for improving public administration services in Ukraine. The central research hypothesis is to demonstrate the importance of remote management and exercising powers in a digital format to improve the quality of public administration services in times of crisis. The proposed results note that within the framework of public administration, globalisation is associated with creating several areas with both favourable and unfavourable conditions for the effective operation of public administration. Considering this impact requires understanding certain factors, including the internalisation of capital and general deregulation of goods and services markets, transparency of borders, the global impact of international agreements, internationalisation of marketing and management, population mobility, and liberalisation of international relations. The results of other researchers also point to the relevance of such factors in terms of their impact on the public administration of each country.<sup>(37,38,39,40)</sup> However, in the context of the Ukrainian experience, scholars also emphasise the importance of the military factor and the hybrid threat, which impact the public administration system.<sup>(41,42,43)</sup>

This remark seems relevant as a separate addition to the existing scientific understanding of the impact of globalisation on public administration.<sup>(44,45)</sup> In addition, despite the Russian military aggression, global challenges have not disappeared and are creating additional pressure on the administrative vertical in Ukraine. The proposed results show that the Russian aggression against Ukraine has become a mighty challenge for world politics and requires the development of new methods of public administration. This challenge has become new, at least in the European dimension, as there has been no military action of this scale for a long time. It is established that we are talking about social (including problems with providing services to IDPs), economic (instability and cost optimisation), and security challenges for public administration in Ukraine. The analysis of the legislative framework for regulating public administration and strategic documents has shown that the existing strategies and legislative framework consider the interrelationships between different sectors of social and economic life rather superficially, significantly complicating the functioning of public administration. In particular, the existing legal framework is changing rather slowly, does not keep up with the existing challenges, and does not sufficiently consider the need to apply advanced innovative approaches in public administration, especially in the crisis of Russian military aggression. In addition, the proposed results point to the need to further optimise the costs associated with public administration in Ukraine, increase the efficiency of public administration costs and reform the governance system with an emphasis on increasing the transparency of the state apparatus. This confirms the findings of other researchers who have noted similar problems in the

functioning of public institutions in Ukraine.<sup>(46,47,48)</sup> Researchers also emphasise identifying the corruption factor in the inefficiency of public administration.<sup>(49,50)</sup> This view deserves attention, but there is a need to consider other views. Other researchers more reasonably point to the importance of understanding corruption as a lack of transparency in public administration, voluntarism (in the negative sense of the word), and loopholes in the legal framework for the functioning of state structures.<sup>(51,52)</sup> This view better demonstrates the nature of the corruption challenge, which is an important part of the problems of public administration but only as part of a broader set of existing challenges. Accordingly, eliminating legislative loopholes and inaccuracies will be important in countering corruption challenges. We can also note certain digitalisation and e-government tools that may become important for further reforms. Accordingly, this confirms the research hypotheses about the importance of remote management and the exercise of powers in a digital format to improve the quality of public administration services in times of crisis and the application of digital solutions.

The proposed results also include some recommendations for overcoming negative global challenges. These include reducing duplication of appointments in government agencies, applying project-based methods in financing managers, using digital services and automated administrative process systems, ensuring cybersecurity in public services, using independent monitoring bodies to determine the efficiency of administrative costs, activating civil society, conducting international experience exchange, and training civil servants. This also confirms the hypothesis that the use of various transparency and accountability practices allows for more active involvement of citizens in decision-making. Similar findings are also inherent in other researchers who have pointed to the particular importance of an integrated approach in the system of public administration provision and reform.<sup>(53,54,55)</sup> At the same time, scholars also note the system of public motivation of public administrators, which has its own cost in the Ukrainian context.<sup>(56,57)</sup> This refers to the existence of a negative perception of civil servants, according to which public work is much less prestigious.<sup>(58,59)</sup> Considering the increase in the motivation and prestige of public administration representatives along with automation and digitalisation in governance can become a general vector for improving the situation in this area, a certain project for action during the next reform. Thus, the theoretical value of this study lies in a detailed analysis of the main globalisation challenges and identification and summarisation of the main instruments for improving the public administration system in Ukraine against the background of globalisation. The choice of the methodological descriptive approach and PRISMA may also lead to certain limitations that should be considered when interpreting the results. In particular, the chosen descriptive approach may affect the ability to identify cause-and-effect relationships and focus only on determining the current state. The use of the PRISMA approach is dependent on the availability of sources and their quality. As noted in the research methodology, the study does not include works that are not available in the public domain or are incomplete. Therefore, if certain important materials are not available or incomplete, this may lead to the omission of important aspects of the governance system in Ukraine. In addition, it should also be recognised that the focus on a limited time (2018-2024) may not consider the historical context that has influenced the development of public administration in Ukraine.

## CONCLUSIONS

Public administration in the context of global challenges is an important issue for the modern functioning of state institutions and mechanisms. First, globalisation can be associated with the creation of several areas that have both favourable and unfavourable conditions for the effective operation of public administration. Taking this influence into account requires an understanding of certain factors, including the internalisation of capital and general deregulation of goods and services markets, border transparency, the global impact of international agreements, the internationalisation of marketing and management, population mobility, and the liberalisation of international relations. Russia's aggression against Ukraine has become a powerful challenge for global politics and requires the development of new methods of public administration. This challenge has become new, at least in the European dimension, as there has been no military action of this scale for a long time. It is established that these are social (including the problems of providing services to IDPs), economic (instability and cost optimisation), and security challenges for public administration in Ukraine. The analysis of the legislative framework regulating public administration and strategic documents has shown that the existing strategies and legislative framework consider the existing interrelationships between different sectors of social and economic life rather superficially, which significantly complicates the functioning of public administration. In particular, the existing legal framework is changing rather slowly, does not keep up with the existing challenges, and does not sufficiently consider the need to apply advanced innovative approaches in public administration, especially in the context of the crisis of Russian military aggression. In addition, there is a need to further optimise the costs associated with public administration in Ukraine, increase the efficiency of public administration expenditures, and reform the governance system with an emphasis on increasing the transparency of the state apparatus. The report also contains some recommendations for overcoming negative global challenges. These include reducing duplication of appointments in government agencies, applying project-based methods in financing managers, using digital services and automated administrative process

systems, ensuring cybersecurity in public services, using the services of independent monitoring bodies to determine the efficiency of administrative costs, activating civil society, conducting international exchange of experience, and training civil servants.

## BIBLIOGRAPHIC REFERENCES

1. Minz NK. Strategic HRM techniques and sustainable innovation for Industry 6.0. In: *Advances in Business Information Systems and Analytics*. Hershey (PA): IGI Global; 2024. p. 59-73. <https://doi.org/10.4018/979-8-3693-3140-8.ch004>
2. Sabadash N, Kruglashov A. Decentralisation processes in Ukraine: dilemmas of democratisation and national security. *Public Policy and Administration*. 2022;21(1):22-37. <https://doi.org/10.5755/j01.ppaa.21.1.28441>
3. Mathey F, Lysova EI, Khapova SN. How is social capital formed and leveraged in international careers? A systematic review and future research directions. *Management Review Quarterly*. 2024;74(3):1209-48. <https://doi.org/10.1007/s11301-023-00332-w>
4. Khadzhyradieva S, Docsenko T, Sitsinska M, Baiun Y, Pukir Y. Prerequisites for process management implementation in the public administration of Ukraine. *International Journal of Criminology and Sociology*. 2021;9:2825-33. <https://doi.org/10.6000/1929-4409.2020.09.346>
5. Shchokin R, Soloviov O, Tantsiura I. The role of public administration in ensuring state security: strategies and mechanisms of implementation. *Journal of Law and Sustainable Development*. 2023;11(8):e1521. <https://doi.org/10.55908/sdgs.v11i8.1521>
6. Chater N. What is the point of behavioural public policy? A contractarian approach. *Behavioural Public Policy*. 2022:1-15. <https://doi.org/10.1017/bpp.2022.2>
7. Hansen JR, Pop M, Skov MB, George B. A review of open strategy: bridging strategy and public management research. *Public Management Review*. 2022:1-23. <https://doi.org/10.1080/14719037.2022.2116091>
8. Bryson JM, George B, Seo D. Understanding goal formation in strategic public management: a proposed theoretical framework. *Public Management Review*. 2024;26(2):539-64. <https://doi.org/10.1080/14719037.2022.2103173>
9. Buriak I, Kalynovskyy A, Pasko M, Saienko V, Zavolichna T. Actual problems of management and public administration in modern globalisation processes. *Pacific Business Review (International)*. 2023;16(4):122-33. [http://www.pbr.co.in/2023/2023\\_month/October/13.pdf](http://www.pbr.co.in/2023/2023_month/October/13.pdf)
10. Grelle S, Hofmann W. When and why do people accept public-policy interventions? An integrative public-policy-acceptance framework. *Perspectives on Psychological Science: A Journal of the Association for Psychological Science*. 2024;19(1):258-79. <https://doi.org/10.1177/17456916231180580>
11. Karpa M, Akimov O, Kitsak T. Problems of stabilisation of the system of public administration under the conditions of decentralisation changes and martial law in Ukraine. *Public Administration and Law Review*. 2022;(3):24-31. <https://doi.org/10.36690/2674-5216-2022-3-24>
12. Kovaliv M, Skrynkovskyy R, Yesimov S, Khmyz M, Krasnytskyi I, Kniaz S, et al. Strategic planning as a factor of public administration in Ukraine. *Path of Science*. 2022;8(4):1001-9. <https://doi.org/10.22178/pos.80-1>
13. Tu W, Hsieh C-W, Chen C-A, Wen B. Public service motivation, performance-contingent pay, and job satisfaction of street-level bureaucrats. *Public Personnel Management*. 2024;53(2):256-80. <https://doi.org/10.1177/00910260231201628>
14. Sokolova E. Improvement of innovative forms of public administration in the higher education system of Ukraine. In: *Modern Science: Processes of Globalisation and Transformation*. Riga: Publishing House "Baltija Publishing"; 2023. p. 67-9. <https://doi.org/10.30525/978-9934-26-309-5-21>
15. Hruzevskiy O. A systematic analysis of the impact of the military conflict on the distance education system in Ukraine. *E-Learning Innovations Journal*. 2023;1(1):71-87. <https://doi.org/10.57125/elij.2023.03.25.04>

16. Wang Q, Gan K-P, Wei H-Y, Sun A-Q, Wang Y-C, Zhou X-M. Public service motivation and public employees' turnover intention: the role of job satisfaction and career growth opportunity. *Personnel Review*. 2022. <https://doi.org/10.1108/pr-11-2020-0836>
17. Bruun H, Lassen JM. New scheduling strategies and production culture in public service television in the digital era: the case of DR and TV 2 in Denmark. *Critical Studies in Television: The International Journal of Television Studies*. 2024;19(2):182-200. <https://doi.org/10.1177/17496020231196422>
18. Goncharuk N. Reformation public administration in Ukraine in the context of European integration: current state, problems and priorities. *Economics Affairs (Calcutta)*. 2023;68(3). <https://doi.org/10.46852/0424-2513.3.2023.27>
19. Latynin MA, Pastukh KV, Tarasenko DL, Shevchenko SO, Munko AY. Public administration in the economic sphere of Ukraine: strategic approach. *Estudios de Economía Aplicada*. 2021;39(5). <https://doi.org/10.25115/eea.v39i5.4967>
20. Hammerschmid G, Palaric E, Rackwitz M, Wegrich K. A shift in paradigm? Collaborative public administration in the context of national digitalization strategies. *Governance (Oxford)*. 2024;37(2):411-30. <https://doi.org/10.1111/gove.12778>
21. Alsarhan F, Al-Twal A. Towards understanding the failure of New Public Management in the MENA region: are informal networks to blame? *Thunderbird International Business Review*. 2024. <https://doi.org/10.1002/tie.22378>
22. Merisalu E, Demikhov O, Letunovska N, Taraniuk L. Public administration system of social security transformation in Ukraine within the war: housing, food, and medical care aspects. *Economic Sustainability and Business Practices*. 2024;1(1):1-8. <https://doi.org/10.21272/esbp.2024.3-01>
23. Michalski T, Syvak T, Dombrovska S, Stanishevskiy V, Servetskiy I. Place and role of strategic communications in public management system. In: *Contributions to Political Science*. Cham: Springer Nature Switzerland; 2023. p. 135-49. [https://doi.org/10.1007/978-3-031-33724-6\\_8](https://doi.org/10.1007/978-3-031-33724-6_8)
24. Zelek L, Strzepek L, Kupczyk T, Budzinski M, Raczek A. The procedure for managing customer complaints as an element improving the functioning of administrative bodies: the case of the social assistance system in Poland. *European Research Studies Journal*. 2024;27(Spec Issue 3):53-71. <https://doi.org/10.35808/ersj/3476>
25. Starke AM. Pariahs no more? On the status of theory and theorists in contemporary public administration. *Administrative Theory & Praxis*. 2018;40(2):143-9. <https://doi.org/10.1080/10841806.2018.1458206>
26. Bauer MW. Public administration under populist rule: standing up against democratic backsliding. *International Journal of Public Administration*. 2024;47(15):1019-31. <https://doi.org/10.1080/01900692.2023.2243400>
27. Koltun V. Complexity as the immune properties of local self-governance phenomenon. In: *Relevant Issues of Development and Modernisation of the Modern Science: The Experience of Countries of Eastern Europe and Prospects of Ukraine*. Riga: Publishing House "Baltija Publishing"; 2018. p. 160-81. [https://doi.org/10.30525/978-9934-571-26-8\\_9](https://doi.org/10.30525/978-9934-571-26-8_9)
28. Lavrov R, Remnova L, Sadchykova I, Mazur H, Tymoshenko M, Kozlovskiy V, Kozlovskiy S. Investments in the sustainable development of the potato sector in Ukraine based on the optimal balance of production and consumption. *WSEAS Transactions on Business and Economics*. 2022;19:186-96. <https://doi.org/10.37394/23207.2022.19.19>
29. Rodinova N, Pylypchuk N, Domashenko S, Havrylyuk I, Androsovykh A. Ukrainian economy in the era of digital branding: risks and opportunities. *Futurity Economics&Law*. 2024;4(4):4-24. <https://doi.org/10.57125/FEL.2024.12.25.01>
30. Shandryk V, Radchenko O, Radchenko O, Koshelenko A, Deinega I. Digitalisation as a global trend of public management systems modernisation. In: *Digital Technologies in Education*. Cham: Springer Nature Switzerland; 2024. p. 3-16. [https://doi.org/10.1007/978-3-031-57422-1\\_1](https://doi.org/10.1007/978-3-031-57422-1_1)



31. Profiroi CM, Negoită CI, Costea AV. Digitalization of public administration in EU member states in times of crisis: the contributions of the national recovery and resilience plans. *International Review of Administrative Sciences*. 2024;90(2):336-52. <https://doi.org/10.1177/00208523231177554>
32. Poplavets S, Nikitin A, Meshcheriakov I, Kozlov D, Vorobiov Y, Konov D. Integration of environmental indicators into the management decision-making system. *Revista Amazonia Investiga*. 2024;13(73):231-40. <https://doi.org/10.34069/ai/2024.73.01.19>
33. Maraieva U. On the formation of a new information worldview of the future (literature review). *Futurity Philosophy*. 2022;1(1):18-29. <https://doi.org/10.57125/FP.2022.03.30.02>
34. Przychocka I, Lewinski R. Management in public administration and phenomenon of professional burnout. *European Research Studies*. 2024;27(1):28-38. <https://doi.org/10.35808/ersj/3346>
35. Pukhkal O, Reiterovych I, Kuprii T, Sytnyk S, Novikov O. Analysis of the modern functional field of effective implementation of public control in the system of public administration in Ukraine. *Social Policy & Administration*. 2023;57(5):760-9. <https://doi.org/10.1111/spol.12909>
36. Mazur H, Burkina N, Popovskiy Y, Vasylenko N, Zaiachkovskiy V, Lavrov R, Kozlovskiy S. Customer Classification and Decision Making in the Digital Economy based on Scoring Models. *Wseas Transactions on Business and Economics*. 2023; 20:800-14. <https://doi.org/10.37394/23207.2023.20.74>
37. Bolotina Y, Shubna O, Kvasha A, Melchenko V. Political aspects of public administration in the public sector of Ukraine. *Economic Herald of the Donbas*. 2021;4(66):68-74. [https://doi.org/10.12958/1817-3772-2021-4\(66\)-68-74](https://doi.org/10.12958/1817-3772-2021-4(66)-68-74)
38. Kłobukowska K, Kłobukowski P, Rosiak T. International benchmarking as a method for building a learning organisation in public administration: a case study of phytosanitary services in Europe. *Studia Europejskie - Studies in European Affairs*. 2024;28(1):131-47. <https://doi.org/10.33067/se.1.2024.7>
39. Kuchma O, Kotukh Y. Towards IT audit approach of public sector cloud services under conditions of martial law in Ukraine. *Communications of International Proceedings*. 2023;9:Article ID 4242423. <https://doi.org/10.5171/2023.4242423>
40. Kuchma O, Kotukh Y. Towards IT audit approach of public sector cloud services under conditions of martial law in Ukraine. *Communications of International Proceedings*. 2023;9:Article ID 4242423. <https://doi.org/10.5171/2023.4242423>
41. Titus DA, Mbon N, Edem MI. The role of public administration in managing war between Russia and Ukraine. *AKSU Journal of Administration and Corporate Governance*. 2024;4(1):60-70. <https://doi.org/10.61090/aksujacog.2024.005>
42. Sienkiewicz-Matyjurek K, Szymczak M. Understanding public service supply chain management: a systematic literature review. *Management Review Quarterly*. 2024;74(3):1879-943. <https://doi.org/10.1007/s11301-023-00350-8>
43. Bondarenko S, Liganenko I, Mykytenko V. Transformation of public administration in digital conditions: world experience, prospects of Ukraine. *Journal of Scientific Papers "Social Development and Security"*. 2020;10(2):76-89. <https://doi.org/10.33445/sds.2020.10.2.9>
44. Tretiak OA, Khmelnykov AO, Batrymenko OV, Karashchuk M, Husieva N. Paradigmatic dimensions of local public management research: the path to reliable managerial decisions. *Revista Amazonia Investiga*. 2024;13(76):228-35. <https://doi.org/10.34069/ai/2024.76.04.18>
45. Stasa Ouzký M, Machek O. Family firm performance: the effects of organizational culture and organizational social capital. *Journal of Family Business Management*. 2024;14(2):353-73. <https://doi.org/10.1108/jfbm-06-2023-0089>
46. Safarli C, Kolach S, Zhyvko M, Volskyi O, Bobro N. Considering globalisation risks in the formation and



implementation of international investment strategies. Pakistan Journal of Life and Social Sciences. 2024;22(2). <https://doi.org/10.57239/pjlss-2024-22.2.00776>

47. Vdovichen A, Vdovichena O, Chychun V, Zelich V, Saienko V. Communication management for the successful promotion of goods and services in conditions of instability: attempts at scientific reflection. International Journal of Organisational Leadership. 2023;12(Special Issue):37-65. <https://doi.org/10.33844/ijol.2023.60364>

48. Cherniaieva O, Kulinich T, Gutsul T, Korolkov V, Gubar O. Innovative transformations of Ukraine's economy in the context of globalization: theoretical and analytical aspects. Financial and Credit Activity Problems of Theory and Practice. 2023;1(48):249-57. <https://doi.org/10.55643/fcaptp.1.48.2023.3977>

49. Núñez-Barriopedro E, Penelas-Leguía A, López-Sanz JM, Loranca-Valle MC. A public service management model as an antecedent for citizen satisfaction and fiscal policy. Management Decision. 2024;62(2):725-39. <https://doi.org/10.1108/md-11-2022-1547>

50. Sayed R. Strategic integration of business analytics in innovation management: framework for sustainable growth. Futurity of Social Sciences. 2023;1(1):51-66. <https://doi.org/10.57125/FS.2023.03.20.04>

51. Gurzhii T, Gurzhii A, Jakuszewicz A. Public law and administration under conditions of hybrid warfare (the experience of Ukraine). Comparative Law Review. 2021;27:195-218. <https://doi.org/10.12775/clr.2021.007>

52. Kubiv SI, Bobro NS, Lopushnyak GS, Lenher YI, Kozhyna A. Innovative potential in European countries: analytical and legal aspects. International Journal of Economics and Business Administration. 2020;8(2):250-64. <https://doi.org/10.35808/ijeba/457>

53. Bobro N, Hyshchuk R, Strunhar A, Bukovskyi O, Alekseiko V. Exploring the role of AI in shaping future marketing strategies: evaluations and outlooks. Revista Amazonia Investiga. 2024;13(80):43-53. <https://doi.org/10.34069/ai/2024.80.08.4>

54. Kuznyetsova A, Tiutiunyk I, Panimash Y, Zsolt Z, Zsolt P. Management of innovations in public administration: strategies to prevent the participation of financial intermediaries in shadow operations. Marketing and Management of Innovations. 2022;13(3):125-38. <https://doi.org/10.21272/mmi.2022.3-11>

55. Komarova V, Mietule I, Arbidane I, Tumulavičius V, Prakapienė D. Will production in the modern world and its regions return to a slow growth regime? Economic Annals XXI.2021 ;187(1-2):4-14. <https://doi.org/10.21003/ea.v187-01>

56. Kobets D, Vorkunova O, Yaremenko L, Krasnoshchok V, Zhurba O. Using big data to increase the efficiency of business processes in the digital economy of Ukraine. Periodicals of Engineering and Natural Sciences. 2025; 13(1):97-110. <https://doi.org/10.21533/pen.v13.i1.279>

57. Kobets D, Terentieva N, Shkvyria N, Lysytsia N, Siemak I. Digitalization and its Impact on the Development of Contemporary Marketing Strategies. Economic Affairs. 2024;69(2). <https://doi.org/10.46852/0424-2513.3.2024.26>

58. Naumenkova S, Mishchenko V, Chugunov I, Mishchenko S. Debt-for-nature or climate swaps in public finance management. Problems and Perspectives in Management. 2023; 21(3):698-713. [https://doi.org/10.21511/ppm.21\(3\).2023.54](https://doi.org/10.21511/ppm.21(3).2023.54)

59. Zavhorodnii A, Ohienko M, Biletska Y, Bondarenko S, Duiunova T, Bodenchuk L. Digitalization of agribusiness in the development of foreign economic relations of the region. Journal of Information Technology Management. 2021;13(Special Issue: Advanced Innovation Topics in Business and Management):123-141. <https://doi.org/10.22059/jitm.2021.82613>

## FINANCING

The authors did not receive financing for the development of this research.

## CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

#### **AUTHORSHIP CONTRIBUTION**

*Conceptualization:* Hanna Mykhalchenko, Olena Cherniaieva.

*Data curation:* Oksana Bashtannyk, Iryna Shumliaieva.

*Formal analysis:* Olena Cherniaieva, Nataliia Pitel.

*Methodology:* Hanna Mykhalchenko, Oksana Bashtannyk.

*Project management:* Hanna Mykhalchenko.

*Resources:* Iryna Shumliaieva, Nataliia Pitel.

*Software:* Olena Cherniaieva.

*Supervision:* Hanna Mykhalchenko.

*Validation:* Oksana Bashtannyk, Iryna Shumliaieva.

*Display:* Nataliia Pitel.

*Drafting - original draft:* Olena Cherniaieva, Oksana Bashtannyk.

*Writing - proofreading and editing:* Hanna Mykhalchenko, Iryna Shumliaieva, Nataliia Pitel.