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Concepts of sustainable public administration: perspectives and challenges

Conceptos de administración pública sostenible: perspectivas y retos

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Abstract

The purpose of the study: a comprehensive analysis of the aspects of the implementation of the public administration mechanism in the context of sustainable development, identification of the main issues of the management paradigm, and variations of ways to solve them. Research methodology: logical and structural analysis, induction and deduction, comparison, abstraction, specification, generalisation, formalisation, tabular and graphical interpretation of theoretical information. Results: the main aspects of public administration based on sustainable development as an important basis for the implementation of domestic policy are formed. The main problems, challenges, and achievements of the process of transformation of socio-economic processes based on public management are considered. The experience of developed countries in public administration of the processes of society's life, its public administration, legal and organisational aspects are studied. Scientific novelty: the main

Resumen

Objetivo del estudio: análisis exhaustivo de los aspectos de la aplicación del mecanismo de administración pública en el contexto del desarrollo sostenible, identificación de los principales problemas del paradigma de gestión y variaciones de las formas de resolverlos. Metodología de la investigación: análisis lógico y estructural, inducción y deducción, comparación, abstracción, especificación, generalización, formalización, interpretación tabular y gráfica de la información teórica. Resultados: se forman los principales aspectos de la administración pública basada en el desarrollo sostenible como base importante para la aplicación de la política nacional. Se consideran los principales problemas, retos y logros del proceso de transformación de los procesos socioeconómicos sobre la base de la gestión pública. Novedad científica: se determinan las principales direcciones de la planificación estratégica para el desarrollo del sistema de administración pública sobre la base del desarrollo sostenible en el contexto de la globalización.

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directions of strategic planning for the development of the public administration system based on sustainable development in the context of globalisation are determined. Conclusions: the results of the study are of practical value for the process of formation or improvement of the modern management system based on publicity and balanced development, as well as in the formation of state management programmes in various areas of socio-economic activity.

Keywords: globalisation, efficiency of functioning, administration, optimisation, digitalisation.

Conclusiones: los resultados del estudio son de valor práctico para el proceso de formación o mejora del sistema moderno de gestión sobre la base de la publicidad y el desarrollo equilibrado, así como en la formación de programas de gestión estatal en diversas esferas de la actividad socioeconómica.

Palabras clave: globalización, eficacia del funcionamiento, administración, optimización, digitalización.

Introduction

The intensification of globalisation and integration processes leads to the emergence of new challenges that require appropriate dynamic adaptive changes on the part of both national structures and local authorities. The concept of sustainable development, fully implemented possible in the public administration system, is positioned as the most socially effective socially oriented trend. It is aimed at ensuring the balance of various areas of society's development and involves the development of a set of organisational foundations, effective means of implementation, and monitoring, which together aim to optimise socio-economic processes of life (Vinuesa et al., 2020). Such a concept guarantees the protection of the interests of future generations, optimisation of resource use, and synergistic development of various areas of society.

The issue of public administration in the context of sustainable development is considered by Ukrainian and foreign researchers in various scientific fields, including political science, sociology, and administrative law. Some works of modern scholars are devoted to the study of the functioning of public administration mechanisms in the context of globalisation and the research of practical projects for their implementation.

For example, modern Ukrainian scholars Masuk (2023) and Pastuch (2022) study the concept of public administration from the perspective of the complexity and complexity of the issue.

Considering the essence of public administration, scholars Vasilyeva, Vasilyeva, and Prylipko (2020) divide it into certain areas, which include the goal, means, and communication between the participants in the process. At the same time, the researchers emphasise that the potential and

capabilities of public administration are fully revealed only through the harmonisation of the main factors - social, economic, and environmental, which is the basis of the concept of sustainable development. Volska (2020) defines the content of the economic aspect of public administration as the peculiarities of the concept, its meaning, and functions in the system of public communications, and the prospects for implementation in the context of the formation of a market economy.

The general problems of public administration in the context of sustainable development have been studied in the works of contemporary scholars Roieva, Oneshko, Sulima, Saienk & Makurin (2023), Bannikova (2022), Gevorgyan & Baghdasaryan (2021). Certain conceptual issues are reflected in the works of Dooranov, Orozonova & Alamanova (2022), Levchenko, Tsizhma, Slobodian & Nehoda (2022), Buriak, Nechyporenko, Chychun, Polianko & Milman (2022). Despite the scientific value of the published works, many issues in the research area remain unresolved. The issues related to the analysis of the algorithm for the successful implementation of modern public administration capabilities in the context of global challenges and crises of our time, as well as the use of digitalisation opportunities in the process, remain insufficiently researched today, requiring further scientific consideration.

Research Aim

The aim of the study is to identify the main directions of strategic planning for the development of the public administration system based on sustainable development in the context of globalisation.

Research Questions

The main objectives of the study were to analyse modern models of public administration in the context of sustainable development, to study the dynamics of conceptual priorities in the current crisis conditions, and to form a universal approach to public administration in the context of sustainable development.

Research hypotheses

Hypothesis 1. An effective public administration algorithm can intensify the processes of implementing the principles of sustainable development in any initial conditions.

Hypothesis 2: Digital optimisation is an effective tool in the public administration system.

Theoretical Framework or Literature Review

The scientific and methodological basis for the study was laid by researchers whose work focuses on aspects of implementing the principles of public administration in the context of sustainable development, the problems of transforming social processes in this direction, and finding ways to solve them. There are numerous publications in scientific journals on the topics studied in this paper. Some elements of public administration mechanisms in the context of sustainable development are considered in the studies of modern scientists Noja et al., (2019), Esposito & Dicorato (2020). In their articles, scientists see the search for the most effective model of public administration in the context of sustainable development as a priority, which will maximise the efficiency of management processes, strengthen the status of greening economic processes, and strengthen the role of local development in the process of a global transformation. In their publications, scientists in the relevant scientific fields Shandryk, Zhebelev, Deliatynchuk, Maksymov & Shelest (2023), Bouilloud, Pérezts, Viale & Schaepelynck (2019) argue that one of the most effective means of optimising the functioning of the sphere of socio-economic processes is the active use of digitalisation tools in the public administration system. The main goal of the digital transformation process, according to scientists, is the synergy of data sets for optimal use. This goal can be achieved through various effective algorithms. The authors emphasise that the process of digital optimisation is influenced by several factors, including time constraints, financial capabilities, and the level of intellectual resources. It should be noted that digitalisation requires careful selection of individual methods and approaches, as well as ensuring the security of the process of accumulation, transfer, and processing of personal information. Modern scientists Kankanhalli, Charalabidis & Mellouli (2019) also consider digitalisation to be the most promising direction for the development of the public administration system in the context of sustainable development. In their study, the researchers emphasise that today only a small number of areas of socio-economic processes are consumers of innovative technological and managerial solutions. In this regard, it can be argued that insufficient access to modern technologies and unwillingness to implement them in practice are the most significant factors limiting the potential of digital transformation within the public administration system. Thus, the realisation of digital optimisation opportunities requires proper training of personnel, reformatting approaches to understanding the principles of management processes, as well as awareness of the priority of sustainable development principles in all areas of social and economic processes. The scientific research of modern scientists Trondal (2021) and Magliacani (2023) forms the belief that public administration in the context of sustainable development requires, first, ensuring economic development based on the principles of rational environmental management, as well as increasing the effectiveness of interaction between different levels of government, society, and business on the principles of democratic balanced growth. Such an approach, as outlined in the articles of the above-mentioned scholars, will allow to accelerate the qualitative positive dynamics of the process of society transformation towards a sustainable approach to all areas of life, ensure ecological reproduction of resource potential, and make it possible to achieve financial stability of socio-economic processes.

Thus, despite the significance of scientific and practical achievements of scientists on the issues under study, it is necessary to note the need to develop scientific research in the aspects of the outlined issues in order to ensure the sustainability of positive dynamics and preventive response to new challenges in the field of public administration in the context of sustainable development.

Methodology

General Background

In the course of the research, a set of general scientific methods of cognition was applied, including methods of abstract and logical and comparative analysis, abstraction, induction, and deduction, as well as methods of specification and formalisation, tabular and graphical interpretation of theoretical information. The theoretical and methodological basis of the work was formed considering the priority principles of conducting comprehensive research, based on a systematic approach. The principle of complexity made it possible to analyse the object and subject of study as a system, with a corresponding set of interrelations.

Data Analysis

The methods of analysis and synthesis were used to identify the factors and stages of development of the object under study, as well as its defining elements. The method of comparison was used during the study to determine the specifics of development and features of public administration models in the context of sustainable development. The deduction was used in the development of proposals for optimising management processes in various areas of socio-economic life. The inductive method was used in the process of forecasting indicators of future development. The abstract-logical and dialectical methods of scientific knowledge, as well as the method of scientific abstraction, were used in the study to formulate theoretical generalisations, clarify the conceptual apparatus, identify the main concepts and categories, formulate the conclusions of the study, and to form the concept of an integral process of the management system in the context of sustainable development. The method of formalisation was applied during the study at the stage of identification of priority vectors of optimisation of the public administration system based on sustainable development, as well as in the process of forming the results of scientific research aimed at active practical use in the process of establishing an effective public administration system. Thus, this method was used to structure the principles, functions, tasks, and priorities of public administration in the context of sustainable development. The general scientific method of the specification was used to position the effectiveness and expediency of enhancing the role of public administration in the process of socio-economic reforms, as well as to identify optimal solutions and conditions for optimising the public administration system based on sustainable development. Among the data collection tools used in the research process, secondary methods of collecting informative data prevailed, with the priority use of external sources. These include publications in specialized journals, monographs, and reference books that somehow reflect the essence of the problem under study. For the most efficient process, we used analysis of variance, cluster analysis, and synthesis.

Results and Discussion

Modern models of public administration, as one of the first prerequisites for effective implementation, provide for clear coordination of the activities of authorities at different levels. The search for consensus between the subjects of public administration is positioned as a priority vector of the concept of modern public administration of socio-economic processes. Currently, a systematic approach to the subject of this study is generally accepted, according to which three main areas of public administration are distinguished from the standpoint of sustainable development: financial and economic development, social transformation, and environmental safety guarantees. At the same time, the formation of a new management system involves taking into account the existing potential, the top priority of guaranteeing decent conditions for the life of society, taking into account changes, adaptability, and promising growth, as well as the synergy of national priorities and interests of local communities regarding the goals and means of development. It is worth noting that the term "public administration" has gained considerable popularity relatively recently. It refers to the synergy of activities of state and local authorities, the private sector, and society in identifying and implementing management decisions of public importance, within the powers and functionality defined by law (Bisogno et al., 2023). In general, public management covers the stages of planning, organising, and controlling the implementation of management decisions, using the capabilities of modern information systems and digitalisation tools, as well as regular performance monitoring (Voyer et al., 2020). The main opportunities offered by an effective public management system for modern society include depoliticisation, prioritisation of the interests of service users, systematic quality monitoring, and continuous improvement. The partnership approach, which is positioned by the public administration system, where the state and citizens are equal participants in the relationship,

is worth special attention (Lewallen, 2021). By analysing international experience in this area, it is possible to draw certain conclusions about the benefits, risks, and challenges of each of them. In general, it can be argued that public administration systems in the context of the priority of sustainable development in developed countries are characterised by a consumer orientation and a solidarity-corporate approach to management in various socio-economic areas (Guarini, Mori & Zuffada, 2022). These principles are primarily manifested in decentralisation, democracy, and adaptability to the needs of society (Table 1).

Table 1.
Principles of public administration in the context of sustainable development

Nos s/n	Principle	Essence
1	Democracy	Increasing the role of public decision-making in the process of public administration
2	Adaptability	Possibility of dynamic changes in the process of implementing strategic management under the influence of external and internal factors, based on sustainable development
3	Decentralisation	Decentralisation of management systems, financial autonomy of economic processes, and investment
4	Prospects	Priority is given to the long-term development of the organisation in the future
5	Monitoring	Regular review of targets based on an assessment of the effectiveness of public administration measures and compliance with the principles of sustainable development
6	Systematic approach	The balance between state regulation of the sector and market-based financing mechanisms

Source - authors' development

In general, sustainable development implies economically, socially, and environmentally balanced growth aimed at the coordinated functioning of socio-economic processes based on rational use of all types of resources and environmental safety (Pastuch, 2022). Currently, there are countries with a high level of sustainable development (Japan, the United States, and the European Union), countries that are just beginning the path of transformation towards sustainable development, and those that have no experience of such socio-economic transformations (Zuiderwijk, Chen & Salem, 2021). The experience of developed countries is representative for the formation of a strategy for the development of public administration in the context of sustainable development of Ukraine, in terms of maximising the use of adaptive capabilities and preventive testing in pilot regional projects. After all, the concept of sustainable development is currently the only alternative to the paradigm of extensive economic development, which has devastating consequences for the environment. The processes of globalisation that are characteristic of today involve worldwide economic, cultural, and political integration, covering all areas of social life, creating a system of interconnections and interdependencies (Tichenor e al., 2022). This inevitably leads to changes in the governance system, decentralisation of management processes, and an increase in the role of science and intellect (Yunita et al., 2022). At the same time, the phenomenon of globalisation carries a certain destructive burden on society, which is manifested in the excessive acceleration of urbanisation processes, disruption of natural ecosystems, and an increase in resource consumption. In such circumstances, the principles of sustainable development are no longer advisory but should become an integral prerequisite for the development of any modern country. The need to transform economic development models and reformat economic processes requires the introduction of fundamentally new approaches to global governance. Sustainable development implies a transition from a consumer economy to a commons economy, striking a balance between meeting needs and ensuring a safe environment for future generations (Volska, 2020). Taken together, these dynamics will make it possible to ensure high quality of life, as well as to significantly optimise and develop the public.
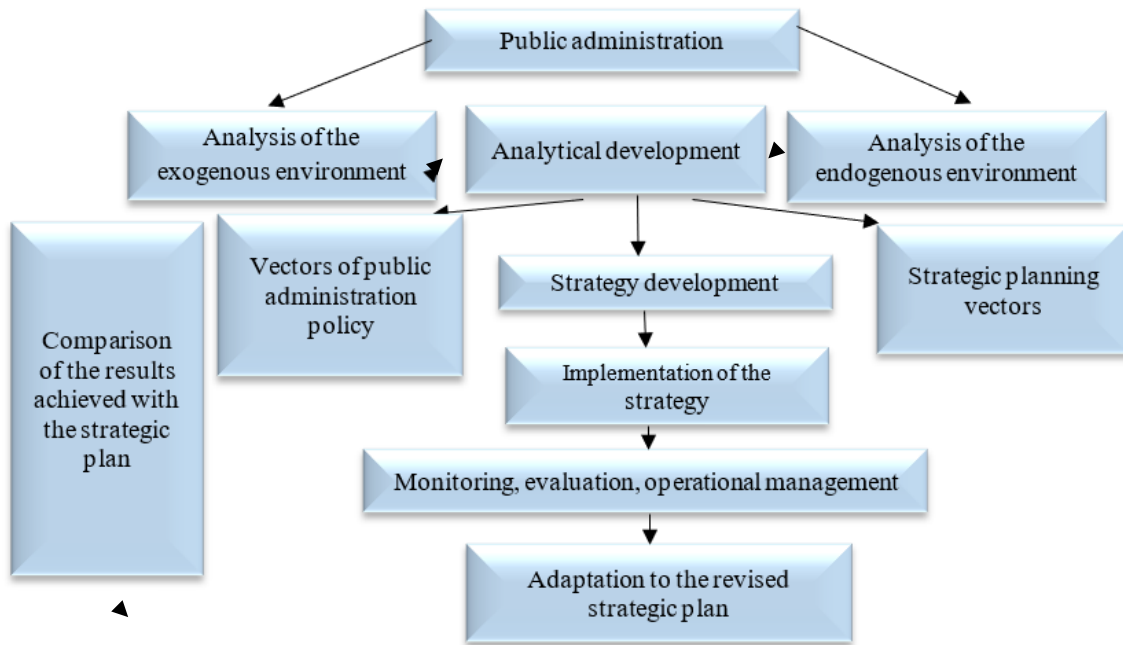
Figure 1. Algorithm of the public administration process in the context of sustainable development.
Source: author's development

The concept of sustainable development excludes the dominance of any sphere of life - economic, social, or natural, and therefore an important issue in the process of establishing public administration is to guarantee transparency, reliability, and relevance of informative data (Marques et al., 2021). To simplify and autonomise processes, the best option for communication in the system of modern public administration is digitalisation as a key factor in optimising management mechanisms (Lewallen, 2021). Electronic information systems provide quick access to reference and statistical information, collection, and consolidation of the necessary data. It should be noted that the active implementation of such systems in different countries as a central component of the transformation of public administration of socio-economic processes has highlighted a number of risks: the complexity of standardisation and unification of documentation in different areas and organisations, staff resistance to innovation, passive participation of the population in the process, lack of software of appropriate quality, security of personalisation and data transfer (Massey, 2022). Today, there is a need to develop a perfect digitalisation product that can guarantee a more convenient and secure format of communication in various areas of social processes (Krafft et al., 2022). This issue is extremely relevant and requires priority attention, as a wide range of communications, as well as the process of introducing effective financial and administrative models into the socio-economic processes of society, depend on digital transformation.

The implementation of the principles of modern effective public administration will contribute to the sustainable development of both individual local territories and communities and the global community in the context of globalisation. Ukraine is currently implementing several reforms aimed at transitioning from the concept of state administration to the concept of public administration. It is noteworthy that the democratisation of governance processes is based on the formation of a wide range of public self-government. The most optimal approach is the synergy of management processes with the possibilities of self-regulation of society (Benzaken et. al., 2022).

Many modern scholars see public management of socio-economic processes as the basis for the transformation of the world community towards sustainable development.

Scientists consider an effective human resource as a prerequisite for the successful implementation of public administration policy. According to the researchers, "human capital is a stock of knowledge, skills, and motivations available to each person, and for a company, the human capital of each employee is a resource that forms its economic potential" (Dooranov et.al., 2022). Scientists emphasise that "the effectiveness of human resource management

often determines the performance of the entire company, so training of human resource management specialists is one of the fundamental tasks of training for business as a whole" (Dooranov et al., 2022).

Prylypko (2023) sees the primary need to "reform the education system, taking into account the realities of today and the new challenges facing humanity". At the same time, "the very idea, essence, and purpose of legal education is that every person has a legal status and is a member of society, and therefore is endowed with a certain range of rights and obligations" (Prylypko, 2023). And this approach should be the basis for the formation of a new society of sustainable development, where every citizen is a direct participant in the public administration of socio-economic processes.

At the same time, Bannikova (2022) believes that "the main trends of the coming decades for Ukrainians are the formation of a global economic system, which will lead to competition in the labour market for the best and the best companies for employees. Global thinking and skills will be the basis for successful employees in the near future". It is hard to disagree with the scientist.

Scientists, analysing the principles of organisation and planning of enterprises of the future, emphasise that "planning of the enterprise's activities should be focused on the goals of globalisation and implementation of sustainable development, environmental and economic measures to improve the quality of life, and restore resources" (Levchenko et al., 2022). At the same time, "the choice of the legal status of the enterprise of the future should contribute to the achievement of these goals", and "enterprises in the future cannot remain outside the social sector of life" (Levchenko et al., 2022). Contemporary researchers Buriak et al., (2022) focus on trends in the development of management and business technologies in the formation of the modern Ukrainian economy. The researchers argue that "improving the management process as part of its adaptation to the digitalisation of Ukraine's economy cannot be carried out according to a single template due to the different levels of readiness of the internal environment of organisations for such a transformation". Scientists "have identified factors that indicate both readiness for the digital transformation of an organisation's management system and those that hinder its development". According to them, "for enterprises, institutions and organisations in Ukraine, medium and low

potential for transformation in the context of the introduction of the digital economy and the introduction of remote work and the widespread use of information and communication technologies creates ... risks" (Buriak et al., 2022). The scientists see the solution to the problem in "the organisation of an internal corporate system for improving the digital literacy of employees" (Buriak et al., 2022).

Gevorgyan & Baghdasaryan (2021), studying "the possibilities of new disclosure of labour potential", believe that "further research is needed on the ways of introducing technological innovations, their legal regulation and justification". According to scientists, "the modern information society faces open challenges with hidden opportunities and risks of further evolution" (Gevorgyan & Baghdasaryan, 2021). At the same time, "we are talking about the penetration of digital technologies into all areas of life, robotisation of production processes, medicine, the development of biotechnology and genetic engineering, which are already capable of making certain improvements to the human genome at the current level" (Gevorgyan and Baghdasaryan, 2021).

Roieva et al. (2023), studying the identification of digitalisation as a direction of innovative development, argue that "the lack of state involvement in the process of digitalisation at enterprises is also confirmed by the reduction in state funding for innovation activities of enterprises". They also note "the problem of a decrease in the investment attractiveness of enterprises, which is caused by a number of crisis phenomena that have befallen Ukraine in recent years" (Roieva et al., 2023).

Some researchers, in particular, van Wynsberghe (2021), Meier (2023), believe that modern public administration using digital methods is mainly an activity that is practical and advisory in nature and helps the service consumer to achieve goals and objectives by finding solutions to problems of a different nature, identifying new opportunities, implementing changes and coaching. At the same time, scientists (Hutsaliuk et al., 2020) identify specific prerequisites for the formation of an effective public administration system in the context of sustainable development, among which the main ones are the availability of an appropriate resource base and the readiness of society for dynamic change. The researchers substantiate that such conditions are an important component of the algorithm for implementing public administration in various

areas of socio-economic life, and it is difficult to disagree with them.

Among the array of results of researchers' scientific searches about the study, it is necessary to highlight the works of Bisogno et al., (2023), which fundamentally substantiate the principles of effective implementation of public administration in the context of modern global challenges of a sustainable economy. At the same time, Deslatte & Stokan (2020) draw attention to the complexity of implementing certain elements of public administration in modern society. Researchers Guarini et al., (2022) have formed the basic conceptual foundations of an effective public administration system, and Strelcow et al., (2023) highlights the need for active implementation of digitalisation and electronic document management in most areas of social and economic life.

The forecast of the trend of increasing importance of the principles of sustainable development policy shows that the current industry requirements in the future will increasingly depend on the system of management decisions, for which the principle of publicity should be a top priority (König et al., 2023). Based on the above conclusions of researchers, as well as the results of the current study, it can be argued that public administration in the context of sustainable development has significantly expanded its scope of functioning today, becoming a basic element of the system for ensuring the balance between economic, social, and environmental development (Massey, 2022). The algorithm of the modern public administration system is shown in detail in Fig. 1 above. It is worth noting that the effectiveness of implementing the principles of balanced development based on optimal public administration involves the gradual and effective achievement of goals (Meuleman, 2021).

Based on the above, we can predict an increase in the role of public administration in implementing the principles of sustainable development, which will significantly increase its productivity in terms of economic efficiency and minimising environmental impact, through the introduction of innovative technological solutions and digital optimisation opportunities.

Limitations of the study

The limitations of this study can be characterised, first, as qualitative, and quantitative. In the first case, we are talking about eliminating low-influence and secondary factors that affect the

process of obtaining the most reliable result to prove the significance of new scientific developments. Quantitative limitations are primarily based on the assumption that certain norms and standards are fixed. They are relevant for the statistical component of the study. In addition, this study is characterised by subject and semantic limitations. The paper investigates the issues of efficiency of the public administration system in the context of sustainable development and its relevance in view of the challenges of today. At the same time, the study was developing the specifics of the subject matter, which significantly limited the scope of the object of study, but at the same time gave meaning to the work and allowed to achieve the original purpose of the study. In addition, given the complexity of practical testing of the research results due to the scale and requirements for the duration of the necessary observations, the impracticability of experimental research and hypothesis testing can also be considered one of the vectors of limitation of this study.

Conclusions

The article defines that public administration occupies one of the key positions in the system of implementation of the concept of sustainable development of modern society. It is established that only the synergy of a professional approach, a stable position, and stable principles of forming strategic priorities for the transformation of socio-economic processes, considering global digitalisation and proper control by the State and society, allows to fully and in a short time to introduce an effective system of public administration in the context of sustainable development.

As a result of the study, it was possible to analyse the multifactorial nature of the modern model of public administration, to assess its role and place in the system of current management approaches based on the principles of sustainable development. The study found that the development of the growth of openness and publicity factors plays a significant role in improving the quality and accessibility of services, strengthening the position of the management system as an active participant in the system of modern social communications, and optimising the process of providing services to all segments of the population without exception.

Particular attention was paid to the basic principles and mechanisms of the public administration concept. The essence of such

principles as customer focus, efficiency and effectiveness is revealed. It is established that the concept is based on the idea that public organizations should function with the involvement of business sector strategies and tools, and the activities of public organizations should be aimed at achieving measurable results and efficient resource use through decentralization and effective quality management.

The concept proposed in the study promotes greater flexibility and responsiveness to customer needs and ensures greater responsibility of local governments, which will enable them to meet the needs of public service consumers more effectively and increase trust in government organizations. In addition, e-governance contributes to the convenience and speed of interaction between government agencies and citizens, as well as increases the level of accessibility and quality of public services.

Based on the results obtained in this paper, the authors proposes priority vectors for further research on the topic and argues for the need to organise accessibility and systematisation of practical information on the subject matter of the study.

An effective approach to public administration in the context of sustainable development will ensure the successful adaptation of society to the necessary socio-economic transformations. It should be based on the implementation of a development strategy formed on the principle of unimpeded access to information in a convenient format. At present, it is considered a priority to find the most effective model for the practical implementation of the public administration strategy in the context of sustainable development using the wide capabilities of digital tools, which will maximise the efficiency and accessibility of information resources, strengthen the priority status of transformations based on sustainable development in all areas of socio-economic life. Further research in this area should be aimed at a detailed identification of the conditions for systemic integration of digitalisation tools, considering the current capabilities of the existing electronic and communication base of management systems.

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