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## **THE EFFECTIVENESS OF PUBLIC ADMINISTRATION AS THE BASIS OF THE COUNTRY'S SOCIO-ECONOMIC DEVELOPMENT: AREAS OF SUPPORT**

**Abstract.** The purpose of the article is to substantiate the key areas of increasing the effectiveness of public administration in Ukraine, the implementation of which will contribute to achieving sustainable socio-economic development of the state and ensuring the quality of public services to the population. It is proven that the effectiveness of government bodies is a determining condition for the stable functioning of the public administration and administration system in the conditions of reform and martial law, which, in turn, creates the prerequisites for the sustainable development of the country and improving the quality of service to citizens. Based on a comprehensive study of the quality of service provision, assessment of the effectiveness of the functioning of government bodies, as well as an analysis of the needs for increasing the professional competence of their personnel, a significant number of unresolved problems and new challenges have been identified that have become more acute in the context of armed aggression, in particular in the areas of administrative services provision, human resources management, and personnel policy formation. The analysis of factors affecting the effectiveness of public authorities allowed us to identify key areas for its improvement, including: the development of professional competence of public servants and the implementation of modern management procedures, in particular, a quality management system in accordance with the requirements of the ISO 9001:2015 standard. It is substantiated that the integration of the quality management system into the general management system of public authorities will ensure a more complete satisfaction of citizens' needs in public services and will contribute to increasing the effectiveness and efficiency of their activities. It has been established that the use of training technologies has a positive effect on the growth of professional competence of personnel and the overall efficiency of the functioning of public authorities. In this regard, it is proposed to introduce team-building training using modern information technologies, which will contribute to the development of teamwork skills of public servants, the formation of a favorable socio-psychological climate in teams and the improvement of the quality of services provided to the population. The proposed approaches will ensure the growth of the effectiveness of the public administration system in Ukraine and create the prerequisites for achieving sustainable socio-economic development of the state and improving the quality of life of the population.

**Keywords:** effectiveness of public administration, socio-economic development of the country, provision of quality public services to citizens, quality management system, sustainable development of the country, professional competence of public servants, team building training, Smart technologies.

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## **ДІЄВІСТЬ ПУБЛІЧНОГО УПРАВЛІННЯ ЯК ОСНОВА СОЦІАЛЬНО-ЕКОНОМІЧНОГО РОЗВИТКУ КРАЇНИ: НАПРЯМИ ЗАБЕЗПЕЧЕННЯ**

**Анотація.** Метою статті є обґрунтування ключових напрямів підвищення дієвості публічного управління в Україні, реалізація яких сприятиме досягненню сталого соціально-економічного розвитку держави та забезпеченню якісного надання публічних послуг населенню. Доведено, що результативність діяльності органів влади є визначальною умовою стабільного функціонування системи публічного управління та адміністрування в умовах реформування і дії воєнного стану, що, своєю чергою, створює передумови для сталого розвитку країни та підвищення якості обслуговування громадян. На основі комплексного дослідження якості надання послуг, оцінювання ефективності функціонування органів влади, а також аналізу потреб у підвищенні професійної компетентності їх персоналу виявлено значну кількість невирішених проблем і нових викликів, що загострилися в умовах збройної агресії, зокрема у сферах надання адміністративних послуг, управління людськими ресурсами та формування кадрової політики. Аналіз чинників, що впливають на ефективність діяльності органів публічної влади, дав змогу виокремити ключові напрями її підвищення, серед яких: розвиток професійної компетентності публічних службовців та впровадження сучасних управлінських процедур, зокрема системи управління якістю відповідно до вимог стандарту ISO 9001:2015. Обґрунтовано, що інтеграція системи управління якістю у загальну систему менеджменту органів влади забезпечить більш повне задоволення потреб громадян у публічних послугах і сприятиме підвищенню результативності та ефективності їх діяльності. Встановлено, що використання тренінгових технологій позитивно впливає на зростання професійної компетентності персоналу та загальну ефективність функціонування органів публічної влади. У зв'язку з цим запропоновано впровадження тренінгів командоутворення із застосуванням сучасних інформаційних технологій, що сприятиме розвитку навичок командної роботи публічних службовців, формуванню сприятливого соціально-психологічного клімату в колективах та підвищенню якості надання послуг населенню. Запропоновані підходи забезпечать зростання результативності системи

публічного управління в Україні та створять передумови для досягнення сталого соціально-економічного розвитку держави й підвищення якості життя населення.

**Ключові слова:** дієвість публічного управління, соціально-економічний розвиток країни, надання якісних публічних послуг громадянам, система управління якістю, сталий розвиток країни, професійна компетентність публічних службовців, тренінг командоутворення, Smart-технології.

**Introduction.** An important prerequisite for ensuring sustainable socio-economic development of Ukraine in a dynamic and unstable environment, in particular during martial law, is the effective functioning of public authorities. In turn, an effective public administration system is one of the key factors in accelerating economic growth, overcoming crises and solving social problems in conditions of limited resources. A special role in the system of public administration and administration belongs to public authorities, ensuring their effectiveness and efficiency is a determining condition for the effectiveness of the entire management system. At the same time, despite the reforms implemented, the current institutions of public authority are not always able to ensure the proper level of quality of management decisions at all levels. This necessitates a large-scale, operational and substantive renewal of approaches to public administration, as well as a revision of its conceptual foundations. In addition, Ukraine's European integration course requires the modernization of existing public administration mechanisms with their orientation on the principles of democracy, openness, transparency and the concept of «good governance». It should also be emphasized that the formation of a democratic and economically developed state is impossible without establishing effective interaction between the state and civil society. Involving citizens in decision-making processes directly affects the level of their well-being. The quality of public services and the overall level of socio-economic development of the country depend on the effectiveness of public authorities. Therefore, an important condition for the stable functioning of the public administration system in conditions of uncertainty and constant change is the justification and implementation of directions for increasing its effectiveness as the basis for sustainable development of Ukraine, which determines the relevance of this study.

**Analysis of recent research and publications.** Theoretical and practical aspects of the study of public administration problems and its reform are highlighted in the scientific works of a number of domestic scientists. In particular, V. Bakumenko considered the possibilities of adapting elements of European experience for the implementation of reforms in Ukraine [1]; K. Vashchenko paid attention to the improvement of public administration and civil service, as well as the professional training of civil servants [2]; N. Gavkalova investigated the scientific, theoretical and methodological principles of the development of public administration and administration [3]. The works of N. Honcharuk analyze the features of state personnel policy, modernization of public administration in the context of reforms and management of senior civil service personnel [4]; M. Lakhyzha considered the issue of improving public administration and implementing a quality management

system in public authorities [5]; O. Muza and N. Nyzhnyk focused on the institutional improvement of public administration in modern conditions and improving the qualifications of public authority personnel [6]. Modern directions of development of public administration were studied by O. Obolensky [7], and V. Oluyko – theoretical and methodological principles of state personnel policy and personnel management of public authorities in conditions of decentralization [8]. Certain theoretical, methodological and applied aspects of development of the national economy are highlighted in the works of V. Geyets [9], M. Kyzym [10], P. Krush [11], V. Tarasevich [12] and other researchers. Despite a significant array of scientific works in the field of public administration and development of the national economy, the problem of ensuring the effectiveness of public administration as a key basis for sustainable socio-economic development of Ukraine remains insufficiently studied. In addition, there is a lack of a comprehensive approach to its solution, in particular through increasing the professional competence of employees of public authorities and implementing quality management standards in order to improve the provision of public services to the population. This determines the relevance and determines the purpose of this scientific research.

**Setting objectives.** The purpose of the study, taking into account the above, is to substantiate the key areas of increasing the effectiveness of public administration in Ukraine, the implementation of which will contribute to achieving sustainable socio-economic development of the state and ensuring the quality of public services to the population.

**Presenting main material research.** In the context of reform and martial law in Ukraine, the task of increasing the effectiveness of public administration is of particular relevance. This goal can be achieved by forming an effective system of government, ensuring the accessibility and quality of public services for citizens, which, in turn, will contribute to the restoration of trust in public authorities. Increasing the effectiveness of public administration creates the prerequisites for, firstly, the effective implementation of state and regional economic policy and, as a result, ensuring sustainable socio-economic development of the country; secondly, accelerating social development in accordance with the strategic goals of the state while minimizing costs through improving the activities of public authorities, in particular by introducing modern management tools, technologies, approaches, forms and methods of work. To this end, a study was conducted to determine the level of citizen satisfaction with the quality of services provided by public authorities within the framework of the implementation of their powers, proposals for their improvement were studied, and factors that influence or potentially can influence the increase in the efficiency of government activities were analyzed. The empirical basis of the study was the results of a telephone sociological online survey of representatives of public authorities on the quality of public service provision, assessing the effectiveness of their activities, and identifying the needs for increasing the professional competence of staff as a key factor in improving the quality of these services.

If we compare the results of studies on the level of citizen satisfaction with the quality of public services provided by government bodies within the framework of

their powers, in the pre-war period (data for 2021) and in 2025, we can note a significant increase in the overall level of satisfaction. This is largely due to the large-scale digitalization and reform of the network of administrative service centers.

Analysis of respondents' responses regarding changes in the quality of service provision indicates the most positive dynamics in the sphere of accessibility of educational and social services. Thus, improvements in the sphere of education were noted by 60,5% of respondents, while only 2,7% indicated deterioration. In the sphere of social services, positive changes were recorded by 54,5% of respondents, and deterioration by 2,9%. Almost a third of respondents also noted improvements in the accessibility of medical services, the level of security and public order, as well as living conditions and access to work, while the share of those who recorded deterioration was only 10,5–13,8%. At the same time, despite the generally positive assessments of the dynamics of the quality of public services, certain problematic aspects remain in the activities of executive authorities. In particular, when receiving services, respondents most often indicated excessive duration of procedures (25,9%). Obstacles such as the need to submit a significant number of documents (19,3%) and the inability to obtain complete information (18,5%) were recorded at almost the same level. Other problems included frequent changes in requirements, non-compliance with regulations, and incomplete consultations.

The study also assessed the level of proper performance of tasks by public authorities in the main areas of their authority. According to the survey results, three groups of areas were identified: 1) those where tasks are mostly performed properly, although sometimes solvable difficulties arise; 2) areas where difficulties arise frequently, but are mostly solvable, although individual situations remain problematic; 3) areas where difficulties arise regularly and overcoming them is difficult. The most problematic (third group) include environmental protection (52,2% – solvable difficulties, 26,9% – significant difficulties), water resources and solid waste management (43,5% and 24%, respectively), as well as the transport sector (43,5% and 36,4%, respectively). The second group includes the provision of administrative services (48,5% – solvable difficulties, 46,2% – significant difficulties) and human resources management and personnel policy (43,5% and 45%, respectively), where difficulties arise quite often. The best ratings (the first group) were received by the organization of work at workplaces, where 62,3% of respondents noted the proper level of task performance. At the same time, even in this area, 35,8% of respondents noted the presence of certain difficulties, which, however, are solvable.

The summarized results of the main indicators of the level of citizen satisfaction with the quality of public services provided by authorities in the pre-war period (according to 2021 data), compared to the corresponding indicators in 2025, are given in Table 1.

Analyzing the main changes and achievements in 2025 compared to 2021, which caused the results shown in Table 1, it should be noted: firstly, digital transformation: if in 2021 a significant part of citizens felt a lack of digital skills (about 44%), then by 2025 this barrier had halved to 22%. At the same time, the «Diya» application became the main channel of interaction, which was used by 48%

of all service recipients in 2025; secondly, the efficiency of administrative service centers: the reform of administrative services allowed to increase the level of citizen satisfaction with the quality of services (94,7% in 2025), which indicates the high adaptability of administrative service centers even in martial law conditions; third, citizens' trust and experience: in 2025, 85% of users rated their experience of receiving public services as «rather or very positive». This is 5-6% higher even than the indicators of previous years, which indicates the constant improvement of services; fourth, the emergence of new services: in 2025, public services that were less accessible or absent in digital format in 2021 became popular: extracts from state registers (15%), pension issues (15%) and sharing documents for cars (13%), etc.

Table 1

Key indicators of citizen satisfaction with the quality of public services

Indicators	Value of the indicator in 2021, %	Value of the indicator in 2025, %	Change in the indicator in 2025 compared to 2021, %
Overall satisfaction with e-services	~70-75	85	+10-15
Using online services	~40-44	59	+15
Convenience and speed of service provision in administrative service centers	33-36	45-47	+12
Level of satisfaction with services in administrative service centers	~70	94,7	+24,7

Within the framework of the above-mentioned studies, respondents to the telephone online survey also assessed the effectiveness of public authorities in Ukraine. On a 7-point scale (where 7 is very high effectiveness), only 19% of respondents rated the activity at 6–7 points, while the largest proportion of respondents (52,6%) gave an assessment at 5 points. At the same time, only 3,7% of survey participants rated the effectiveness at a low level (1–3 points). The average assessment was 5,5 points, which indicates a generally positive, but not extremely high perception of the effectiveness of government agencies. The assessment was also carried out in individual functional areas, including: quality of service, team interaction, motivation to work, coordination between officials, effectiveness in solving problems, overall quality of task performance, level of understanding of official duties, autonomy in decision-making, and motivation for professional development. According to these criteria, 92,5–99% of respondents rated the level as not lower than «sufficient», while no more than 23,4% of respondents rated it as «very good». On a 5-point scale (where 5 is «very good»), the average values ranged from 3,5–3,9 points, which indicates a level that exceeds «sufficient», but does not yet fully reach the «good» indicator. The study also analyzed factors that influence or may influence the increase in the efficiency of public authorities. Although the insufficient level of competence is not considered by representatives of public

authorities as a key problem of their activities, 56,9% of respondents identified the increase in the professional competence of personnel as the main factor in increasing work efficiency. The second most significant factor was the introduction of new management procedures, in particular the quality management system (35,3%). Less significant were identified as an increase in the level of remuneration (31,3%) and the introduction of a performance evaluation system (26,5%). It is worth emphasizing that under martial law in Ukraine, the priorities of public authorities' personnel have significantly transformed. Public servants must act not only as executors of managerial functions, but also as initiators and leaders of democratic changes, effective managers and team leaders. In modern conditions, professional knowledge in the socio-economic and legal spheres is not enough for them – managerial, communicative and civic competencies are becoming important. The key is the ability to effectively exercise authority in order to ensure high-quality and accessible public services. In view of this, within the framework of the survey, respondents were asked to assess the level of professional competence of public servants on a scale from 0 to 5 (where 5 is the highest level), as well as to determine the sufficiency of their knowledge, skills and abilities for the effective performance of official duties. Based on the results of the responses, a generalized idea of the image of a competent civil servant was formed. In particular, for management, leadership, professionalism and creativity are the defining competencies.

A competent public servant, according to respondents, should also have developed communication skills, the ability to interact with various stakeholders, knowledge in the field of project management and spatial planning, skills in working with management tools, as well as the ability to take responsibility for the results of the team's activities and the corresponding area of authority. It is also important to have specialized education and practical experience in government. Almost all respondents emphasized the need for continuous professional development, taking into account changes in legislation, social transformations and the introduction of innovative technologies. In addition, it was found that there is a direct connection between the level of professional competence of personnel and the effectiveness of public authorities. Thus, 50,3% of respondents believe that problems in the activities of government agencies are partly due to the insufficient level of competence of personnel, and 16,1% are completely sure of this. Almost half of the respondents also noted the need for additional knowledge and skills for better performance of their functions and provision of public services under martial law. Thus, based on the results of the telephone sociological online survey on the quality of public services, the effectiveness of government agencies and the level of professional competence of personnel, the following generalizations can be made. First, the implementation of modern management procedures, in particular a quality management system, can increase the efficiency of public authorities. Second, an insufficient level of professional competence of personnel negatively affects the quality of performance of powers and, accordingly, the level of provision of public services to citizens.

An important direction for increasing the effectiveness of public administration and improving the quality of services provided by public authorities is the implementation of a quality management system harmonized with the requirements

of the international standard ISO 9001:2015 into the general system for managing the activities of public authorities. First, processes are standardized (process approach): the stages of service provision, responsible persons, deadlines and expected results are clearly defined. This reduces variability, errors and dependence on the «human factor». Second, an orientation towards results and citizens' needs is introduced – quality indicators (service time, accessibility, satisfaction) appear, which allow for an objective assessment of work. Third, quality systems provide for continuous improvement (cycles «plan-do-check-act»), which creates a culture of regular analysis and optimization of processes. At the same time, there is an important caveat: the mere fact of introducing a quality management system that meets the requirements of the international standard ISO 9001:2015 into the general management system of government bodies does not guarantee an effect. If a quality management system is introduced formally (for reporting or certification), without changing the management culture, motivating staff, and reengineering processes, it may even complicate work due to excessive bureaucracy. Efficiency is achieved when procedures are: integrated into the real practice of the government body, and not existing «on paper»; supported by management and staff; combined with digitalization and automation; focused on simplifying, not complicating, processes.

Thus, the main results of implementing a process approach within the framework of the service quality management system in public authorities are, firstly, ensuring a clear understanding and stable satisfaction of service requirements; secondly, considering service provision processes through the prism of creating added value for citizens; thirdly, achieving effective functioning of processes based on the rational use of resources; fourthly, improving service provision processes by assessing the impact of the internal and external environment; fifthly, increasing the level of citizens' trust in public authorities. Thus, the implementation of a quality management system in the activities of public authorities will contribute to the provision of services to the population in accordance with high quality standards, as well as honest and effective management in accordance with the requirements of DSTU ISO 9001:2015. In practical terms, this will be manifested in simplifying the procedures for obtaining public services and improving their quality, increasing the effectiveness of the functioning of government bodies through more rational use of budget funds, reducing the risks of corruption and conflict of interest, as well as increasing the overall level of manageability in the public administration system. Based on the results of an online telephone survey on the need to improve the professional competence of public authority personnel, it should be noted that there is a positive relationship between the level of professional competence of employees and the effectiveness of public authority activities. It is an undeniable fact that the effectiveness of public authority activities is largely determined by the level of professional competence of personnel, since it is employees who ensure the implementation of management functions – from policy development to the provision of public services. Competent employees are able to qualitatively analyze information, make informed decisions, effectively use resources and adapt to changing conditions, which is especially important in times of crisis and transformation. At the same time, an insufficient level of professional training leads

to errors in decision-making, inefficient use of budget funds, a decrease in the quality of public services and a loss of citizens' trust in state institutions. Therefore, the professional competence of personnel is one of the key factors in ensuring the effectiveness, transparency and accountability of public administration, and, as a result, an increase in the quality of public services. At the same time, it is necessary to take into account that the effects of the implementation of such measures do not always appear instantly. In this regard, it is advisable to introduce a system for monitoring the results of professional training of personnel in public authorities, which will allow determining the most effective areas of training and more accurately identifying needs for further training. At the same time, the effectiveness of professional training largely depends on the presence of a practice-oriented component in educational programs, in particular, the active use of training forms of education, exchange of experience between representatives of government bodies, etc.

It should be emphasized separately that in the conditions of crisis development of the state, the role of team interaction in ensuring the effectiveness of the activities of public authorities is increasing. In this regard, modern public servants must function as well-coordinated teams focused on achieving a common result. This, in turn, necessitates the formation of effective teams in the structures of government bodies. For this purpose, it is advisable to conduct team-building trainings aimed at forming positive changes in the socio-psychological characteristics of the team after the personnel participate in professional training, which contributes to increasing the efficiency of work in real conditions and the overall development of the government body. In the process of such trainings, the following is ensured: diagnostics of the level of psychological readiness of personnel for teamwork (taking into account professional, organizational and socio-demographic characteristics), the formation of necessary team competencies, as well as awareness of the influence of individual psychological characteristics on the effectiveness of interaction in the team and methods of their development. It is also advisable to use modern information technologies (Smart technologies, cloud solutions, etc.), which ensure the mobility of the educational process and contribute to the rapid acquisition of the necessary competencies and their further development. The implementation of such trainings will contribute to the development of professional competencies in effective teamwork, the formation of skills in interdepartmental interaction, feedback and management decision-making, as well as improving the quality of public services and the overall efficiency of government agencies. Therefore, team building trainings will contribute to the improvement of staff team skills, the formation of a favorable socio-psychological climate in teams and the increase in the effectiveness of public authorities in general.

**Conclusion.** The study found that an important prerequisite for the stable functioning of the public administration system in a dynamic and crisis environment is ensuring the effective activity of public authorities. The importance of their improvement as a key factor in increasing the effectiveness of the public administration system is substantiated, which will contribute to achieving sustainable socio-economic development and improving the quality of public services. Based on

the results of an online telephone survey of representatives of public authorities, the quality of service provision, the effectiveness of government activities, and the need to improve the professional competence of personnel were analyzed. A number of problems were identified that have become more acute under the conditions of reforms and martial law, in particular in the areas of administrative services and human resources management. The assessment of the effectiveness of government activities showed its average level (5.5 points on a 7-point scale), which indicates generally satisfactory, but not sufficiently high performance. It was established that the key factors in increasing efficiency are the increase in the level of professional competence of personnel and the implementation of a quality management system. The feasibility of implementing a quality management system in accordance with DSTU ISO 9001:2015 as a tool for increasing the effectiveness of government agencies' activities is proven, which ensures improved service quality, rational use of resources, reduction of corruption risks and increased manageability. The importance of monitoring the results of professional training of personnel and the impact of increasing competence on the effectiveness of government agencies' activities is separately substantiated. The importance of training forms of education, in particular team building with the use of modern information technologies, which contributes to the development of team interaction, improvement of the socio-psychological climate and improvement of the quality of management decisions is emphasized. Therefore, the comprehensive implementation of these measures will ensure increased effectiveness of the public administration system under martial law and will contribute to achieving sustainable socio-economic development of Ukraine.

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