

# **Journal of Geography, Politics and Society**



**DAYJEST 2025**



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ERIH PLUS

Index Copernicus  
WorldCat

ISSN 2084-0497, e-ISSN  
2451-2249

Points MEiN: 40

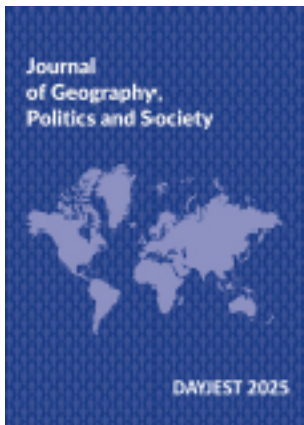
Open Access Policy



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**Journal of Geography, Politics and Society**  
2025, Dayjest 32–43  
<https://doi.org/10.26881/jpgs.2025.D.04>



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## CONCEPTUAL FOUNDATIONS OF THE POST-WAR TRANSFORMATION OF PUBLIC ADMINISTRATION: AN ARCHETYPICAL APPROACH

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### Citation

Gavkalova N., Gordienko L., 2025, Conceptual Foundations of the Post-war Transformation of Public Administration: Archetypal Approach, *Journal of Geography, Politics and Society, Dayjest*, 32–43.

### Abstract

The article determines the theoretical basis of the post-war transformation of public administration. It is emphasized that Ukraine has chosen the path to transform the public administration system with an orientation towards European standards and a systemic transformation of the state system, based on the modernization paradigm. An analysis of current problems of public administration transformation processes in Ukraine has been conducted, based on which positive and negative trends of transformation processes have been identified both at the national and local levels. The need for a post-war transformation of public administration taking into account the archetypal approach has been proven. When implementing the post-war transformation of public administration, it is justified to take into account the connections between the contingent of voters and state (regional) programs developed to provide services to these voters using an archetypal approach, which takes into account various types of connections between a person and the state, which develops and implements programs aimed at improving people's well-being. The results suggest that the formation of the system and mechanisms of the post-war transformation of public administration should be based on the concept of managing transformational processes in socio-economic systems taking into consideration the archetypal approach.

### Key words

archetypal approach, conceptual foundations, post-war transformation, public management.

**Received:** 30 March 2025

**Accepted:** 13 June 2025

**Published:** 30 September 2025

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### 1. Introduction

The late 1980s and early 1990s were marked by transformative changes in political systems in the post-Soviet space, which included Ukraine – one of the Soviet republics until August 1991. Since then, Ukraine has chosen the path of transforming the public administration system with an orientation towards European standards and a systemic transformation

of the state system based on the modernization paradigm.

The modernization paradigm, as noted by Lakhizha (2009), was formed in the middle of the 20th century on the basis of the modernization process that began in Western Europe in the 16th–18th centuries and spread throughout the world due to the expansion of the West and the special influence of American democracy on this process.



The term «modernization» is used to talk about changes and improvements that meet modern requirements. If modernization is associated with changes that are systemic and fundamental in nature, such modernization can rightfully be classified as transformations.

In the current conditions, there is a rethinking of the main categories, models and tools of management, including transformational processes occurring at the national, regional, interregional, sectoral, organizational and other levels. The requirement to function effectively in changing conditions and to promptly transform the management system (of the state, region, industry, etc.) to changes of a global, national, etc. nature comes into conflict with the lack of an appropriate methodological base and management tools that ensure a rapid response of the management entity, in particular public bodies, to new challenges, especially those related to resistance to Russian aggression, which escalated into a full-scale phase on February 24, 2022.

Therefore, the purpose of the study is to attempt to identify problems and prospects for the development of theoretical provisions and practices of public management of transformational processes in Ukraine, including in post-war conditions, taking into consideration the archetypal approach.

## 2. Results and Discussion

The development of theoretical principles of public sphere management, including the current status of the Ukrainian state, which is undergoing transformational changes related to the influence of various factors, including Russian aggression, which has become full-scale since February 24, 2022, is of particular importance today.

Public sphere, according to Jurgen Habermas's definition, is a sphere of social life in which public opinion can be formed (Habermas, 2000). In other words, it is an arena, a forum for public discourse on socio-political problems of life and the development of society in general.

Similarly, according to American scientists Schmitter and Karl, the public sphere is the sphere in which collective norms are formed that bind society and are supported by state violence (Public..., nd.). The public sphere in a democracy is a new dimension of interaction between the governed and the subordinates, a space for the dissemination of political ideas in the form of political statements that have general significance (Tretyak, 2010). Some scholars consider the public sphere to be a legal phenomenon and therefore tend to believe that it

should be studied as a political phenomenon (Fursin, n.d.). Therefore, when analyzing different definitions of the public sphere, one should determine that different authors put the appropriate meaning into this phrase, depending on the field of knowledge they represent.

In our opinion, the public sphere should be considered as a type of public life, which is characterized by political, economic, cultural, social and other spheres of life of subjects who are in certain relationships. Such subjects in a democratic society are free and equal citizens that have voluntarily formed certain associations and relationships.

Today, within the public sphere, there is a need for new models and principles of governance: decentralized, polycentric, mobile, innovative, which combine the principles of state and market regulation, individual freedom, and new forms of collective and personal responsibility (Fursin, n.d.).

The problem of public sphere management is relevant for the modern theory and practice of public management and administration, as it expands the subject area of management science.

From the point of view of the science of public management and administration, the public sphere should be considered as an object of management, which can be influenced by the relevant subject of management. Depending on the sphere of life of society, the subjects of management can be state authorities, local governments, political parties, public organizations, etc.

One should agree with Fursin's opinion (n.d.) that the implementation of the tasks of the public sphere is aimed at the unity of economic, social and political activity, which in general means the formation of a single social organism, in the center of which is man as the highest measure of all things.

In the late 20th and early 21st centuries, governments in many countries around the world implemented reforms in response to the demands of citizens who were dissatisfied with the large number of state institutions and the low quality of public services they provided. Governments experimented with many concepts for improving their work and reducing taxpayers' funds for the implementation of state programs, as a result of which, as well as under the influence of some political, economic, social, institutional and other factors, the prerequisites for new forms of management in the public sector appeared.

Therefore, new realities required the application of new approaches to management: replacing traditional management methods based on the use of power and clear bureaucratic procedures with

those focused on providing public services that would satisfy their consumers. Thus, in the public sector, the public administration model ("bureaucratic model") was transformed into a public management

model ("market model"); the emphasis changed from performing work according to instructions and clear rules to work aimed at providing high-quality public services and achieving effective results (Fig. 1).

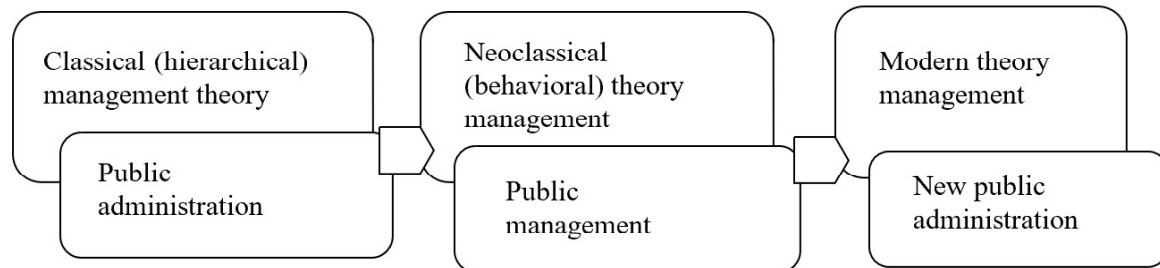


Fig. 1. Evolution of the management model in the public sector

Source: Bosak, n.d.

Thus, as can be seen from Figure 1, the evolutionary classical theory of management in the public sector was implemented in practice through the public administration model, the neoclassical management theory through the public management model, and the modern management theory through the new public management model.

The term «public management,» which began to be used alongside the term «public administration,» was first used, as stated by O.Z. Bosak (n.d.) in his work, by the English civil servant Desmond Keeling in 1972, who defined it as follows: «Public administration is the search for the best way to use resources to achieve priority public policy objectives.»

Regarding the term «public administration,» the United Nations Development Program uses the definition proposed by the American scholar Jem M. Shavritz in the International Encyclopedia of Public Policy and Administration: «Public administration is a field of practice and theory that is key to public administration and focuses on the internal activities of government institutions, in particular on solving such management issues as control, leadership, planning, organizational support, information technology support, personnel management, and performance evaluation» (United..., n.d.).

According to the theory of public management, as stated by Bosak (n.d.), the activities of government and non-profit organizations in some important matters are similar to the activities of private sector institutions. Thus, the same management tools that maximize efficiency and effectiveness of work can be used in both private and public sectors. Therefore, good public management should focus on ensuring the capacity to achieve results, and the managers' role in the public sector is to "encourage employees, as well as representatives of the general public and individual organizations, to work together to achieve results over which they may have little direct influence, given the decentralization of power" (United..., n.d.).

Christopher Pollitt and Geert Bouckaert (2004), professors at the Institute of Public Management at the Catholic University of Leuven (Belgium), argue that the term "public administration" can be used in at least three main senses: (1) the activities of civil servants and politicians, (2) the structures and procedures of public authorities, and (3) the systematic study of either activities or structures and procedures. Therefore, public administration includes, in particular, those activities that ensure the effective functioning of the entire system of state authorities and local self-government bodies and involve a wide range of stakeholders in the development and implementation of state policy.

Consequently, the essence of public administration is manifested in the influence of the subject of administration on society (social processes, relations) in accordance with the socially significant functions and powers that are assigned to this subject. Hence the essence of public administration can be defined as managerial influence – the public interaction of the state apparatus and society in the process of making important decisions and actions for the state (society, population), as an open public sphere of public interests, in which all public institutions and citizens can not only play the role of objects of management but also act as subjects, autonomous units in relations with government and management bodies. One can say that public administration is the management of society together with society.

The restoration of Ukraine and its regions should take place on a scientific basis, that is, considering theoretical concepts and accumulated experience. Among the scientific concepts that are becoming increasingly necessary in the practice of public administration, given the variability of the conditions in which socio-economic systems (state, region, systems of public authorities, public institution, organization, etc.) are located, the concept of managing transformational processes in complex

socio-economic systems, including systemic and archetypal approaches, should be highlighted.

From the systemic point of view, public administration should be considered as a process of influence of relevant groups of society. Figure 2 schematically shows the process of public administration as a connection between the contingent of voters and state (regional) programs designed to provide services to these voters.

It should be noted that in democratic societies, the process of public administration should take into

account the archetypal approach, which is based on various relationships between people and the state, which develops and implements programs aimed at improving people's well-being. At the same time, the archetypal approach to public administration involves building a «partnership» model of public administration, in which, according to Arpentyeva (2016, p. ??) «social ties, organizational bridges and family ties are components of social capital, which may differ in quality, but generally serves the development of people, organizations, and society.”

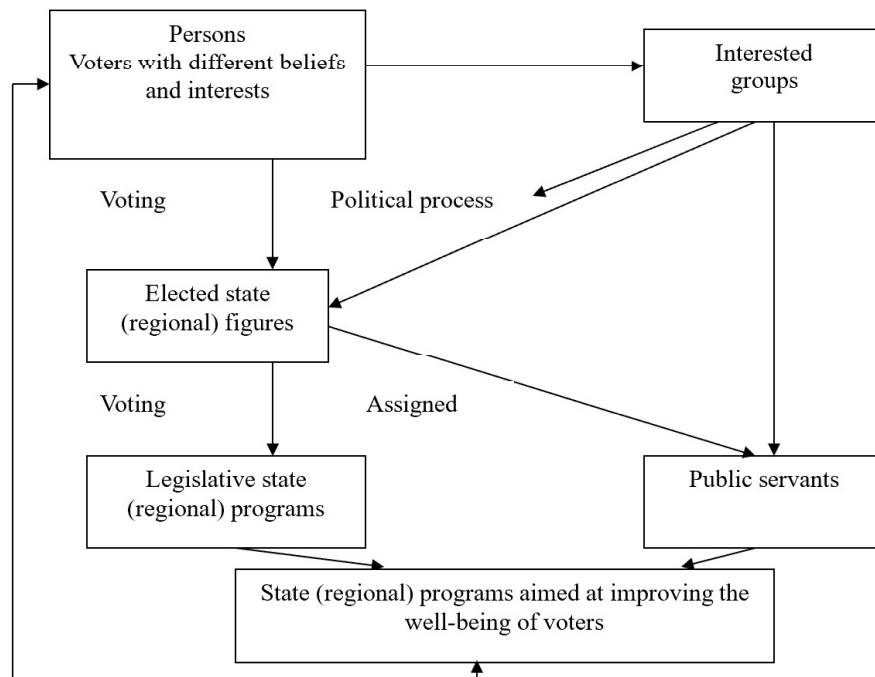


Fig. 2. The process of public administration as a link between the contingent of voters and state (regional) programs designed to provide services to these voters

Source: Developed based on Stiglitz 1998, p. 231.

Therefore, the formation of the system and mechanisms of post-war transformation of public administration in regions should be based on the concept of managing transformation processes in socio-economic systems taking into account the archetypal approach. At the same time, it is necessary to consider the problems and contradictions that regions may inherit in the post-war period, namely:

- interrelated problems of regional socio-economic development that arise between productive forces and outdated forms of organizing social life, production and consumption;
- contradictions between: strengthening the traditional model and full-scale renewal of regions (possible «pseudo-modernization»); outdated placement of productive forces and their formation in modern conditions (within the framework of administrative reform); inertia of administrative-territorial division and new territories and enterprises; processes of

centralization and decentralization (the need for «new regionalization,” the concepts of which are completely absent); levels of development of regions, as evidenced by fluctuations in the values of gross regional product; trends in globalization and cross-border cooperation.

The need for scientific research on the post-war transformation of public administration in Ukraine is caused by a number of problems, which, first of all, concern the creation of a scientific and methodological basis for managing transformation processes, both at the national and regional levels, determining systems and mechanisms for implementing post-war transformation, realizing its important role in the process of implementing public administration, including at the regional level, taking into account its specifics and peculiarities. Post-war transformational changes and the process of managing them should be based on the archetypes of participation of each member of the community. Therefore, in view of the



above, one can state the relevance and timeliness of issues related to the consideration of the system and mechanisms of post-war transformation of public administration, taking into account the systemic and archetypal approaches.

The issue of post-war transformation of public administration is becoming a very promising area of transformational management of socio-economic systems today, whose research subjects include theoretical provisions, systems, mechanisms, methods and methodological approaches, as well as tools for managing transformations in conditions of global, national, regional and organizational changes, including in the post-war period.

### 3. Analysis of contemporary problems of public management of transformational processes in Ukraine

If we consider Ukraine as a socio-economic system, then from 1991 to the present, a process of internal transformational changes has been taking place in its legal, economic, political, social systems, and other areas.

The practice of implementing transformational processes in Ukraine, which is due to the objective need for systemic transformations, both at the national and regional levels, has a 30-year history and is associated with the implementation of transformational changes caused by political changes in the country (Table 1).

In order to introduce European living standards in Ukraine and bring Ukraine to the forefront of the world, the Sustainable Development Strategy "Ukraine – 2020" was adopted in 2015 (Sustainable..., 2015), which provided for 62 reforms and programs for the country's development that should be considered as transformational projects.

In March 2017, within the framework of the Ukrainian Evaluation Association (UEA) project "Strengthening Decentralization in Ukraine" with financial support from the National Endowment for Democracy (NED) of the USA, an expert opinion on the monitoring and evaluation system of the Sustainable Development Strategy "Ukraine – 2020" was published (Sava, n.d.). This document notes that the key indicators of the Strategy's implementation (section 4 of the Strategy) mostly meet the minimum requirements for assessment. At the same time, it is impossible to assess the achievement of the Strategy's goal using these indicators.

The expert assessment of the Sustainable Development Strategy "Ukraine – 2020" also showed that the principal indicators of the Strategy's

implementation were not used by the authorities to assess the progress of any reforms and programs, which indicates the absence of transformational projects at the national level and the presence of an ineffective management system for them. This conclusion confirms the fact that the monitoring and evaluation systems used by the Ukrainian authorities, according to expert M.V. Sava (n.d.), are unable to assess the implementation of the Sustainable Development Strategy "Ukraine – 2020". In addition, the Ukrainian authorities practically did not monitor or evaluate the Sustainable Development Strategy "Ukraine – 2020" in 2015–2016, which led to the lack of posting of monitoring and evaluation results in the public domain. Expert M. V. Sava (n.d.) attributed another shortcoming of the monitoring and evaluation system of the Sustainable Development Strategy «Ukraine-2020» to the lack of mechanisms for the participation of civil society representatives in the monitoring and evaluation of this Strategy.

The general problem of effective governance in Ukraine, according to M. Kudryavtseva (2020), is that the system of public administration in the Ukrainian state does not correspond to the strategic course towards democracy and European standards of good governance. In such a system, its constituent elements (institutions of governance) undergo constant changes in connection with permanent constitutional changes, which cause a cardinal transformation of the powers of government in the state. Simultaneously, as the same author rightly emphasizes, the interaction of public administration entities before the elections of the sixth President of Ukraine was characterized by fierce political confrontation, while the power mechanism of the state should take into account, first of all, the integrative nature of the principle of separation of state powers. Unfortunately, now during martial law, the public administration system itself, due to historically conditioned instability, has become a limiting factor for political and social reforms in Ukrainian society.

In Ukraine today, despite the full-scale aggression of Russia and the existence of martial law, the reforms initiated in many areas of society (medical, education, local government, etc.) have not been abandoned. Thus, on March 3, 2021, by Resolution No. 179 "On Approval of the National Economic Strategy for the Period until 2030," the Cabinet of Ministers of Ukraine approved the National Economic Strategy for the period until 2030, and by Resolution No. 202 of March 10, 2021, it adopted a decision to amend this Strategy. However, as at the previous stage of the transformation of the political system of Ukraine (Table 1), these reforms are being conducted unsystematically, without an approved

Tab. 1. Stages of transformation of the political system of Ukraine

Stage	Stage content
1991–1996	Formation of the basic principles of a new social order; implementation of the transformation of Ukraine from a component part of the former Union into an independent organism with its own economy, financial and monetary system, government structures, armed forces, political, cultural and educational institutions, that is, all the necessary attributes of statehood; the foundations of a civil society with a multi-party system were laid; the Constitution was adopted, which established the presidential-parliamentary system of the country. This was a stage of political romanticism.
1996–1999	The existence of contradictions between the legislative and executive branches of power, which have become permanent and have led to the legislative branch failing to create a coherent and high-quality legal framework for economic and social transformations, and the executive branch failing to ensure sufficiently effective implementation of already adopted laws.
1999–2004	Continuation of the course towards democratic transformations; European choice. The first administrative reform initiated by the second President of Ukraine began; emergence and destruction of the parliamentary majority, political conflict, government crisis, asynchrony of political and economic reforms; rejection of the paradigm of copying, mechanical and uncritical borrowing of foreign experience; transition to political pragmatism.
2004–2006	Transformational changes, caused by political changes due to a deep political crisis that led to the "Orange Revolution" (November – December 2004 – January 2005; elections of the third President of Ukraine); "anti-crisis coalition."
2006–2010	The presence of deep contradictions between the legislative and executive branches of government, which led to the dissolution of the Verkhovna Rada of Ukraine and early parliamentary elections, which led to the formation of a "democratic coalition" and subsequently to its collapse (September–October 2009); a period of political instability that coincided with the global financial and economic crisis.
2010–2013	Departure from the course of democratic transformations; elections of the fourth President of Ukraine (February–March 2010), who chose the course of usurping power; return to the 1996 version of the Constitution, which establishes the presidential-parliamentary form of government; deepening political disagreements between the authorities and society, which led to the "revolution of dignity" caused by a change in the course of the country's development (November–December 2013).
2014–2019	Early elections of the fifth President of Ukraine (May 2014) and the Verkhovna Rada of Ukraine (October 2014) as a result of the "revolution of dignity"; return to the European course of Ukraine's development, the parliamentary-presidential form of government; signing of the Association Agreement between Ukraine and the EU, which entered into force on September 1, 2017; visa-free regime with Europe (entered into force on June 11, 2017); proclamation of a multitude of reforms in all spheres of society and the beginning of their implementation without a systemic approach; start of the anti-terrorist operation (April 2014), as a result of which Ukraine lost part of the Donetsk and Luhansk regions; annexation of the Autonomous Republic of Crimea by the Russian Federation (March 2014). A period of political instability and deep economic crisis, which led to a social crisis and the formation of a systemic crisis with the threat of loss of statehood.
2019–present	The next elections of the sixth President of Ukraine (April 2019), early elections to the Verkhovna Rada of Ukraine (July 2020), elections to local self-government bodies, including to new bodies – united territorial communities (October 2020). Statements by the authorities on the transformation of the public administration system in 2019, on the continuation of the modern public administration trend for institutional changes, on a change in the management paradigm, the formation of fundamentally new approaches to the implementation of government functions, the redistribution of powers between levels of government. At the same time, there is a continuation of the conflict in part of the Donetsk and Luhansk regions; annexation of the Autonomous Republic of Crimea by the Russian Federation; implementation of reforms initiated during the term of the fifth President of Ukraine, intensification of the systemic crisis by the COVID 19 pandemic, full-scale invasion of the Russian Federation on February 24, 2022, introduction of martial law, unsystematic implementation of institutional transformations, which leads to the adoption of management decisions without taking into account a comprehensive approach and ineffective management of transformation processes in conditions of systemic fundamental changes at both the macro and micro levels.

Source: Developed and supplemented based on Gordiienko, Sobolev, 2019

strategy for the country's development. At the same time, as noted by Reshota (2020), the globalization challenges of modernity and social transformations in Ukraine require deepening and intensification of the processes of transformation of public administration in Ukraine based on the principles of democracy, transparency, accountability and control of the public administration system by civil society.

Despite the lack of systematic transformation of public administration in Ukraine, certain trends and directions of changes towards the Europeanization of public administration, decentralization of power, and the introduction of the principles of democratic governance and new public administration can be traced in the transformation processes of domestic public administration. It should be noted that the transformation of the spheres of life of Ukrainian society, which conducted in the form of reforms, from the point of view of the systemic approach and theory of public administration, should be carried out by the system of public administration bodies, which is currently also in a state of reform. Likewise, in the public administration system of a modern state, transformational changes in the system of government bodies should be carried out taking into account the trends observed in the public administration system of society itself, its components, and in the external environment.

Thus, Reshota (2020) groups modern trends in the development of the public administration system in Ukraine depending on its components, namely: trends in changes in subjects of management activity in public administration; trends in changes in objects of management; trends in changes in the goals of public administration; trends in changes in management relations; trends in changes in value orientations in public administration; trends in changes in concepts and theoretical approaches to public administration; trends in Europeanization of the public administration system; trends in the use of new technologies in the management process, electronic governance, etc.

Analyzing the trends in changes in the subjects of governance, it is worth noting that today, on the one hand, there is a proclamation by the central government of accelerating the process of its democratization, using partnership approaches in decision-making, developing and diversifying forms and methods of interaction with the population, promoting its openness, and involving citizens in decision-making. On the other hand, since 2019, at the central level of public administration, the presidential party has formed a single majority in the Verkhovna Rada of Ukraine, without offering a single committee to the opposition, thereby forming a trend towards centralization.

At the regional and local levels of governance, decentralization processes strengthening local authorities are being observed, which was evident in the process of local government elections in October 2020. Transformational processes associated with decentralization tend to reduce the influence of central authorities on the regions. At the same time, there is a tendency to reduce communications between central and local authorities, which negatively affects the effectiveness of the implementation of management decisions made at the central level.

The conducted analysis gives grounds to conclude that at the current stage of state development, there should be a change in the public administration system from bureaucratic paternalism to the representation of territorial communities and the active involvement of non-governmental organizations. It should be important to widely involve representatives of non-governmental organizations, business structures, pressure groups and civil society in general in the functioning of public administration, as well as to apply new concepts of public administration in public administration processes, in particular the concepts of «active state», «democratic governance», «new public administration» and «public management».

In practice, the principles of new concepts of public administration are not being implemented, which is manifested in the tendency of the central government to ignore the influence of civil society on public administration, ranging from underestimating civil society or paternalistic attitude towards it by the state and its bodies, to reducing the establishment of multilateral relations with it, taking into account partnerships in various spheres of public relations. This is manifested in the tendency to practically not involve a large number of scientists, entrepreneurs, and public organization figures in public administration processes as consultants, analysts, and advisors.

Trends in changes in public administration objects are traced in the problems of resource constraints; structural changes in social production, manifested in Ukraine's transition from an industrially developed country to an economy based on the agrarian sector; to the transition towards a consumer economy, in particular various types of services (in the field of medicine, education, public administration, etc.). At the same time, there is a tendency for ineffective redistribution of power between central public administration bodies and local self-government bodies due to the lack of consistency in the implementation of the decentralization reform. Compared with the Republic of Poland, which successfully implemented administrative reform, in Ukraine transformational changes affected the district and local levels without enforcing a full-fledged



administrative and territorial reform and making relevant amendments to the Constitution.

In recent years, the public administration system of Ukraine has seen a tendency to create a «scissors» between the staffing of the system of executive bodies, especially at the highest level of state administration, and the failure to attract to executive bodies at the highest level of administration graduates who were trained by the Academy of Public Administration under the President of Ukraine and its regional institutes (in the cities of Dnipro, Lviv, Odesa, Kharkiv region), as well as applicants for higher education (281) «Public Management and Administration» who are currently trained by higher educational institutions of Ukraine.

Since 2019, the process of reforming state (public) administration has actualized the task of combining the general processes of optimizing the activities of public authorities, improving the institution of public service, and forming a new concept of state regional policy in accordance with the concept of decentralization of administrative relations. Such an approach to reforming (resetting) power required, as Kudryavtseva (2020) notes, significant constitutional changes, the adoption of new legislative acts, and in fact the formation of a new managerial worldview. At the same time, the preservation of the old bureaucratic system without its fundamental transformation leads to the deformation of the very idea of resetting public authority.

In order to reset public power, in 2019, the Verkhovna Rada of Ukraine adopted the Law of Ukraine “On Amendments to Certain Laws of Ukraine Regarding the Reset of Power” (2019), which aims at simplifying the procedure for admission to and dismissal from the civil service, increasing the responsibility of civil servants for the results of their activities, introducing the possibility of contractual civil service, eliminating excessive (within the framework of the law) regulation of relevant public relations.

We should agree with Kudryavtseva’s opinion (2020) that goal-setting is a key factor in the process of rebooting power and that the social identity of power is an important indicator, which can be determined through a set of indicators of public management activity: the ability to respond to external challenges; the ability to program one’s activities in the short, medium and long term; the ability to respond to external and internal challenges.

Despite the legislative provision for the transformation of public power, in practice, modern public administration in Ukraine, which declared itself to be based on the principles of the unitary state and the integrity of its territory, has failed to ensure balanced socio-economic development of regions

based on their historical, economic, environmental, geographical features, and cultural traditions, and to meet the global challenges.

On the other hand, the digital transformation, which ensures the use of modern information technologies in the public administration system, and the introduction of electronic governance in the activities of government bodies are positive trends in the development of public administration in Ukraine. Progressive changes can be observed both at the national and regional levels. Thus, at the central level of public administration, in 2019, the Ministry of Digital Transformation was created, whose main task is the formation and implementation of state policy in the field of digitalization, digital economy, digital innovations, electronic governance and electronic democracy, and the development of the information society.

Despite some positive phenomena in the transformation of the public sphere, including digitalization processes, the above facts indicate the absence of management mechanisms for the development, implementation and implementation of transformation projects at the national level, which leads to the inefficiency of the process of achieving the set strategic goal, and in some cases, a barrier to their achievement.

#### **4. Conceptual provisions for managing transformational processes in the public sphere acknowledging the archetypal approach**

The post-war transformation of public administration is a complex and multifaceted process that depends on many factors: the political system, economic model, social conditions, geopolitical situation and historical experience of a particular country. To understand this process, it is not enough to analyze only specific reforms and institutional changes. A deeper, conceptual approach is needed that the deep, often unconscious, factors that influence the formation and evolution of the state apparatus. The archetypal approach offers just such a perspective.

The conceptual provisions for managing transformational processes in the public sphere should be based on a scientific vision and defining the essence of the basic concept of the transformation project. Concept (Latin conception – understanding, single idea, leading thought) is a system of views that reflects a certain way of seeing («point of view»), understanding, interpretation of any objects, phenomena, processes and represents a leading thought or (and) a constructive principle that implements a certain idea in theoretical knowledge

practice (Gordienko, Sobolev, 2019, p. 332). In neoclassical science, as emphasized by Otenko (2006, p. 62), the notion of a concept began to be reduced to a fundamental theoretical scheme, which includes the initial principles, laws that are universal for a given theory, the main sense-forming categories and concepts, or (and) to an idealized (conceptual) scheme (model, object), a described area, which introduces, as a rule, projected interpretations of all statements of the theory. Therefore, the conceptual provisions of managing transformation processes should be based on a scientific vision and defining the essence of the main concept (basic concept) – the transformation project.

Based on the above, we consider it appropriate that the following conceptual provisions be laid down as the basis for scientific management of transformational processes based on a project-based approach acknowledging the archetypal approach:

1. The concept of «transformation project» should be considered as a form of targeted management of transformation activities, the process of implementing transformations, a set of documents. At the same time, a transformation project is a component of a transformation management system, which should be built taking into account the conceptual provisions on the management of organizational transformations, as set out by Gordienko (2011), as well as taking into account the project approach, which is reflected in the widespread use of the program-target management method in various areas, including public administration;

2. As a form of targeted management of public administration transformation, a transformation project represents a complex system of measures, interrelated and interconnected in terms of resources, deadlines and performers, which are aimed at achieving specific goals (tasks);

3. The main elements of the transformation project (Fig. 3) include:

- formulated goals and objectives that reflect the main purpose of the transformation project;
- a set of project activities to solve the transformation problem and implement the set goals;
- organizing the implementation of project activities, i.e., linking them with resources and performers to achieve the goals of the transformation project in a limited period and within the specified cost and quality;
- main indicators of the transformation project (from target indicators for the project as a whole to individual indicators for individual tasks, topics, stages, activities, performers), including indicators that characterize its effectiveness.

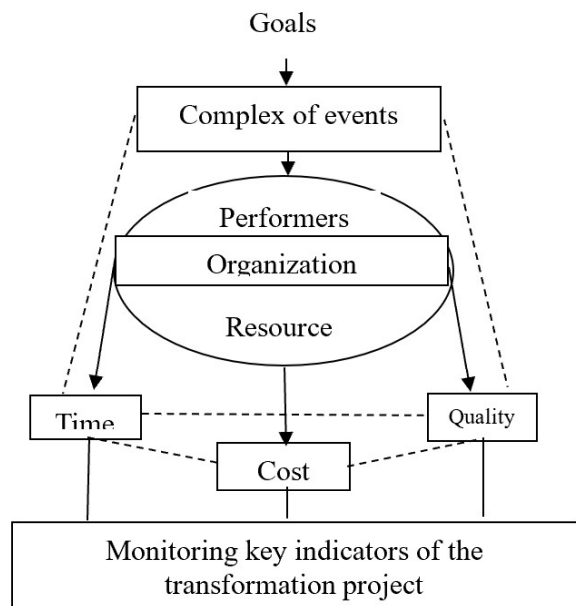


Fig. 3. Main elements of a transformation project  
Source: own elaboration

4. Transformation projects can be formed as part of transformation programs, implementing the tasks of individual types of transformations (directions) of the transformation program: reorganization, revitalization, restructuring, etc.

5. The formation of transformation projects by individual types should ensure:

- a comprehensive, systematic approach to achieving a specific transformational goal;
- quantitative specification of transformation goals and reflection of the ultimate goals and results of the project when managing organizational transformations;
- continuous end-to-end management of the process of developing, implementing and operationalizing organizational transformation;
- a well-founded choice of ways to implement the project's goals most effectively;
- balance of resources for the implementation of the transformation project;
- coordination and effective management of a complex set of project works;

6. It is advisable to manage a transformation project based on a standard document issued by the Project Management Institute (PMI) called the Project Management Body of Knowledge. The main processes include:

- initiation: an organization's commitment to implement a new project or a new phase of a program;
- planning: issuing a series of documents that ensure mutual understanding among those interested in the implementation of the project and that define the principles of project implementation and control;

- execution: creating the result of the project implementation by executing the project plan;
- control: tracking, managing and reporting on project-related risks, issues, changes and planned results;
- completion: the formal closure of a project and its associated contracts (Williams, 2005).

7. Formation of the architecture of the transformation project (management structures, team dynamics, behavioral models and supporting mechanisms that allow the project to be implemented). In addition, it is necessary to create supporting structures and mechanisms that will ensure effective project management and provide the transformation team with the appropriate conditions, skills, tools and support necessary for effective activity.

Analyzing the post-war transformation of public administration through the prism of Jungian archetypes reveals deep, often unconscious, psychological and cultural factors influencing this process. Five key archetypes are identified that demonstrate their significance in shaping political behavior and reform outcomes.

- Order/Chaos Archetype: Post-conflict societies are characterized by high levels of instability and social chaos. The transformation of state governance seeks to establish a new order and control, but excessive centralization and authoritarian methods can lead to the restriction of civil liberties and the creation of a new form of instability. Conversely, insufficient control can lead to further escalation of conflicts and the disintegration of state institutions. This represents a dynamic balance between the need for order and the risk of authoritarianism.
- The Father/Child Archetype: The state often performs a paternalistic function, ensuring the protection and well-being of citizens. Post-war transformation may lead to a rethinking of this role: from an authoritarian «father» who controls all aspects of life to a more liberal model that emphasizes the citizens' autonomy and responsibility. This rethinking determines the degree of decentralization of power and the level of citizen participation in the political process.
- Hero/Villain Archetype: Political actors involved in transformational processes are perceived by society through the prism of these archetypes. «Heroes» are associated with progress and success of reforms, while «villains» are associated with resistance and sabotage. This symbolic dichotomy affects the legitimacy of reforms and their support in society, which emphasizes the importance of communication strategy in the transformation process.

- Victim/Savior Archetype: Countries affected by war are often perceived as «victims» in need of international assistance. The international community can act as a «savior» by providing financial and technical support. However, excessive dependence on foreign aid can hinder the development of domestic institutions and create conditions for corruption, undermining the process of self-transformation.

- The Sage/Fool Archetype: Experts and politicians who design and implement reforms can be perceived as «wise» or «foolish» depending on the results of their actions and their compliance with public expectations. This emphasizes the importance of expertise and transparency in decision-making, as well as effective communication with the public.

The use of an archetypal approach allows identifying deep cultural and psychological factors that influence the success or failure of post-war transformations of public administration. However, it is important to consider the limitations of this method, including the subjectivity of interpretation and the need to integrate with other research methods to obtain a more complete and objective analysis.

Within the framework of the transformation project architecture, it is possible to have different types of activities. For example, Williams (2005) distinguishes five groups of activities:

- establishing appropriate structures for program management, leadership and decision-making;
- team building and developing to ensure the necessary mix of skills, culture and motivation – factors that determine the success of the program;
- disseminating information among teams working on programs and projects to maintain a shared vision, common direction, and sense of community;
- managing resources to identify and acquire the skills needed to implement the program;
- ensuring the creation of a basic software infrastructure, including appropriate office space, access to technology, and necessary administrative support.

8. Formation of transformation architecture, which is understood as a system focused on the human factors of program implementation (Stiglitz, 1998). This architecture draws attention to the position of those members of the organization who are not part of the team working on the program, but who will be influenced by the programs and projects being implemented.

Transformation architecture is thus defined as a way of planning and coordinating the human factors of change across an organization. This process involves



understanding the overall strategic goals, context, and capacity for change, developing an approach that identifies the transformations needed within the organization, and then planning and implementing the necessary people and transformation activities to implement the initiative across the organization.

9. It is advisable to implement the transformation project through organizational structures of the program-target and matrix type.

Despite the value of the archetypal approach, it has certain limitations. Firstly, it is the subjectivity of interpretation: archetypes can be interpreted in different ways, making it difficult to formulate objective conclusions. Secondly, it is insufficient attention to material factors: the archetypal approach may not fully consider the impact of economic, technological, and other material factors on the transformation of public administration. Finally, it is the difficulty of empirical verification: hypotheses based on the archetypal approach can be difficult to empirically verify.

The archetypal approach offers a valuable perspective for understanding the conceptual foundations of the post-war transformation of public administration. It allows taking into account the deep psychological and cultural factors that influence this process. However, to obtain a more complete picture, it is necessary to combine the archetypal approach with other methods of analysis, considering both material and non-material factors. This will create a more holistic and objective picture of the complex processes of public administration transformation after the war.

Thus, a project-based approach to managing transformation processes will provide an opportunity to effectively implement planned transformations in the socio-economic system (for example, the public sphere of the state, region, city, etc.) without disrupting its functionality.

## 5. Conclusions and further directions of scientific research

Thus, considering the above, it was possible to determine the conceptual principles for the post-war transformation of public administration, taking into account systemic, project and archetypal approaches. In particular,

- the theoretical and methodological basis of the post-war transformation of public administration in domestic science is determined and the use of systemic, project and archetypal approaches is justified, taking into consideration the development of modern society.

- The need to develop theoretical principles for public sphere management is substantiated, including the consideration for the current status of the Ukrainian state, which is undergoing transformational changes related to the influence of various factors, including Russian aggression, which has become full-scale since February 24, 2022.

• The correlation of the concepts of «public sphere», «public administration», «public management» is considered, while it is determined that these concepts are the object of constant debate among scientists who tend to interpret them broadly or narrowly, as a result of which one of them acts as a partial manifestation of another, more general one. The reason for these discussions, in our opinion, is the real fluidity of the above concepts, the diversity of approaches to their application, the uncertainty and dynamism of the boundaries of their interpretation in relation to other entities.

- The need for scientific research on the post-war transformation of public administration in Ukraine has been proven. This need is caused by a number of problems that, first of all, concern the creation of a scientific and methodological basis for managing transformation processes, both at the national and regional levels, the definition of systems and mechanisms for implementing post-war transformation, and the awareness of its important role in the process of implementing public administration, including at the regional level, taking into account its specifics and peculiarities.

- It is noted that post-war transformational changes and the process of managing them should be based on the archetypes of participation of each community member.

- It is noted that the practice of implementing transformational processes in Ukraine, which is due to the objective need for systemic transformations, both at the national and regional levels, has a 30-year history and is associated with the implementation of transformational changes caused by political changes in the country.

- The accomplished analysis of modern problems of public management of transformational processes in Ukraine allows identifying positive and negative trends of transformational processes both at the national and local levels.

- It is reasonable to consider the connections between the contingent of voters and state (regional) programs designed to provide services to these voters when implementing the post-war transformation of public administration using an archetypal approach that takes into account

various types of connections between a person and the state, which develops and implements programs aimed at improving people's well-being.

- It is proven that the formation of the system and mechanisms of the post-war transformation of public administration in regions should be

based on the concept of managing transformation processes in socio-economic systems taking into account the archetypal approach. At the same time, it is necessary to recognize the problems and contradictions that may arise both at the level of the state and its regions in the post-war period.

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