

## A PUBLIC ADMINISTRATION SYSTEM FOCUSING ON THE PROVISION OF PUBLIC SERVICES

<sup>a</sup>OLEKSII TKACHUK, <sup>b</sup>OKSANA TSIUPA, <sup>c</sup>OLEKSANDR OLSHANSKYI, <sup>d</sup>OLENA SERDIUKOVA, <sup>e</sup>IRYNA VISHKA

<sup>a</sup>National University of Life and Environmental Sciences of Ukraine, Kyiv, Ukraine

<sup>b</sup>Vasyl Stefanyk Precarpathian National University, Ivano-Frankivsk, Ukraine

<sup>c</sup>Volodymyr Dahl East Ukrainian National University, Kyiv, Ukraine

<sup>d</sup>Volodymyr Dahl East Ukrainian National University, Kyiv, Ukraine

<sup>e</sup>Lviv Polytechnic National University, Lviv, Ukraine

email: <sup>a</sup>Optkachuk@gmail.ua, <sup>b</sup>oksana.tsiupa@pnu.edu.ua,

<sup>c</sup>oov2012@ukr.net, <sup>d</sup>o\_serdiukova@ukr.net,

<sup>e</sup>Iryna.S.Vishka@lpnu.ua

**Abstract:** The formation of an effective public administration system involves the creation of effective territorial village, town, and city communities that can provide a high level of quality services to the population, especially in the areas of education, culture, healthcare and social protection, housing and communal services, independently or through competent authorities. In this regard, the issue of implementing the provisions of the service state concept in the practical activities of the executive bodies of the councils of amalgamated territorial communities and the institutions and organizations they create is relevant. The article aims to identify the main development trends and peculiarities of the efficient provision of public services as a component of public administration and to clarify the key practical aspects of this issue. The authors used analytical and bibliographic methods to study the scientific literature on public administration. Induction, deduction, analysis, synthesis of information, systemic and structural, comparative, logical, and linguistic methods, abstraction, and idealization were also used to study and process data. Moreover, the authors of the study conducted an online questionnaire survey to clarify the most important issues related to the provision of public services by public administration bodies. The study identified the main theoretical aspects that are most important for the development of the public administration system. Furthermore, the views of scholars and heads of structural units of local self-government bodies engaged in the provision of public services on key aspects of this issue are analyzed.

**Keywords:** public administration, public service delivery, public administration models, service state, quality of public service delivery.

### 1 Introduction

The concept of effective organization of the work of public authorities implies high-quality organization of interaction between private companies, institutions, organizations that provide public services, and citizens. These relationships are primarily aimed at satisfying human needs, and the key function of public institutions is to provide quality services. The service-oriented activities of public authorities should be aimed at prioritizing the rights and legitimate interests of individuals and citizens who consume public services in a service-oriented state. Therefore, the development of the basic principles of a service state and the principles of organizing service activities and their implementation in national legislation and regulations governing local government is a pressing issue today.

The theoretical part of this study substantiates the concept, relevance, and basic theoretical provisions of the public administration system in terms of establishing the provision of public services. The practical part of the study provides an assessment of the most relevant areas of the necessary methodological developments for the study of issues related to the provision of public services in the process of public administration. It furthermore defines the key integral indicators of public administration efficiency. Moreover, this part outlines the main areas of activity of public authorities that determine the quality of public administration. The vectors of the necessary increase in the efficiency of activities in the field of public service provision and the prerequisites for an effective system of public service provision by public administration bodies are formed.

Based on the results of the study, conclusions are drawn regarding the issues raised. In particular, it is established that important areas of methodological research on issues related to the public administration system are methodological improvements in the field of social support and services,

protection of state borders, and ensuring the normal functioning of society. Meanwhile, the key integral indicators of public administration effectiveness are public trust in the executive authorities and local governments, as well as positive trends in the development of public administration. These are confirmed by the results of regular assessments of the public administration system of Ukraine according to the main indicators of SIGMA (Support for Improvement in Governance and Management). The survey showed that the main activities of public authorities that primarily determine the quality of public administration are the implementation of economic and social development programs and the provision of public services to members of society. At the same time, the areas of public administration efficiency improvement that need to be implemented in the field of public services include a broad exchange of experience in public administration with EU countries and simplification of the regulatory framework. The study found that the most important prerequisites for an effective system of public service provision by public administration bodies are the existence of a clear, structured legal framework that should normalize and establish the basic principles of building and functioning of state institutions.

The research aims to determine the position of scholars and employees of the governing structural units of local self-government bodies engaged in the provision of public services regarding the practical features of the provision of such services by public administration.

### 2 Literature review

The importance and scale of the tasks faced by the system of state bodies necessitate the study and continuous improvement of the public administration mechanism. Moreover, the adaptation of the management system to the current level of development of relations between the state, citizens, and business entities is needed, which requires thorough scientific research (Vinuesa et al., 2020), (Bannister & Connolly, 2020).

Public administration is the central link in the implementation of the legal policy of a modern democratic state. The system of public administration of socioeconomic processes has a multilevel character (regional, municipal, enterprise level) and operates on the grounds of legal acts regulating the activities of subjects and objects of public administration (Sun & Medaglia, 2019), (Peeters & Widlak, 2018).

In public administration, the type of controlling influence exercised by the subject of management on the object of management is of great importance. Thus, public administration emerges as a kind of social contract between the state and society, when powers are delegated to competent authorities and officials, while the people, i.e. the population of the country, remain the main bearer of power. Therefore, public administration has a broader profile of managerial influence. The subjects of public administration are not only state and local governments, but also public organizations, enterprises, and institutions of various forms of ownership, as they may have their own state and administrative powers exercised in the interests of the state (Eom & Lee, 2022).

Within the framework of the concept of human development, a person is not an object but a subject of society's development. Therefore, he or she should participate in the processes that shape his or her sphere of life, contribute to the adoption and implementation of decisions, and monitor their implementation. Meanwhile, to achieve sustainable development, modern society must create an effective decision-making system based on a consensus approach. Such an approach considers the historical experience and promotes pluralism in making the most important decisions in the public administration process (Wamba et al., 2021).

The processes of globalization and the development of the informatization of society characterize the main trends and directions of the development of the national public administration system. Implementation of a quality social policy requires a division of responsibilities between political and administrative spheres of activity. Equally important is the creation of a coherent and independent system of administrative courts, development, and effective financial management with clear regulation of liability for violation of financial discipline. Moreover, the quality of service delivery and the ethical component of the public administration system needs to be improved. Furthermore, it is important to ensure high professional training of officials and optimize the process of formulating personnel policy (Truby, 2020), (Taeiagh, Ramesh & Howlett, 2021).

The search for the most socially effective, socially oriented model of public administration aimed at the balanced development of the country and society requires a clear understanding of a set of organizational principles and modern forms and methods of influence. This model should be aimed at developing human capital and ensuring a high standard of living, well-being, and harmony in society.

In the context of multi-level governance, new models of public administration provide for the coordination of service activities at different levels (Kuhlmann, Stegmaier & Konrad, 2019).

When studying the process of providing public services, it is worth noting that services are provided not only by a specific competent authority, which is the rule, but also by judicial authorities, which are an exception to the general rule. For instance, in the field of intellectual property relations, the protection of rights to a well-known trademark is carried out under Article 6 of the Paris Convention for the Protection of Industrial Property through the recognition of a well-known trademark by the Appeals Chamber of the National Intellectual Property Authority or a court. Thus, the specificity of a public administration entity in the provision of public services is not only that the services are provided by a specific competent authority, which is the rule, but also that these services may be provided by judicial authorities or through other procedures, which is an exception to the general rule (Paris Convention for the Protection of Industrial Property, 1883).

Nowadays, developed countries are focusing even more on the social aspects of state tasks, including ensuring an adequate standard of living, meeting the needs for spiritual and creative development, education, and cultural services, and ensuring rights and equal opportunities for women and men, etc.

One of the prerequisites for ensuring social justice, equal and sustainable human development is the application of a gender approach. The application of a gender approach by governments at various levels creates opportunities for more efficient use of limited resources. It helps to take into account the needs, opportunities, and interests of women, men, and other social groups in the development, implementation, and monitoring of the state strategy, programs, and budgets. Moreover, it helps to create conditions for different social groups, including men and women, to benefit equally from the implementation of programs and policy measures, eliminating inequality in access to public services, resources, and decision-making processes.

The philosophy of public administration at the present stage of society's development should be based on the awareness of targeted influence on certain processes in the social system, taking into account the objective laws and trends inherent in it. These will accompany the realization of certain goals, and objective conditions for the provision of such services, given their high social significance (Torfing et al., 2020), (Wang, Medaglia & Zhen, 2018).

Public administration acquires its real social significance in the process of creating high living conditions for society. Therefore, the more public goods are created following the available

capabilities of public authorities, the more effective public administration is. In the meantime, regardless of the technology of modern public administration, it should be noted that efficiency should not be directly related to the number of costs for the system's functioning but should be related to the guaranteed capabilities of the system (Ulnicane et al., 2020), (Kankanhalli, Zuiderwijk & Tayi, 2017).

### 3 Materials and methods

A practical study of current trends in the provision of public services by public administration bodies was conducted by interviewing 310 scientists and 274 employees of heads of structural units of local self-government bodies engaged in the provision of public services in Volyn, Rivne, Khmelnytsky, and Chernihiv oblasts of Ukraine. The survey was conducted using the Survey Planet service.

### 4 Results

In the course of the survey, primarily, the opinion of the survey participants on the most important areas of methodological research of issues related to the public administration system was clarified (Figure 1).

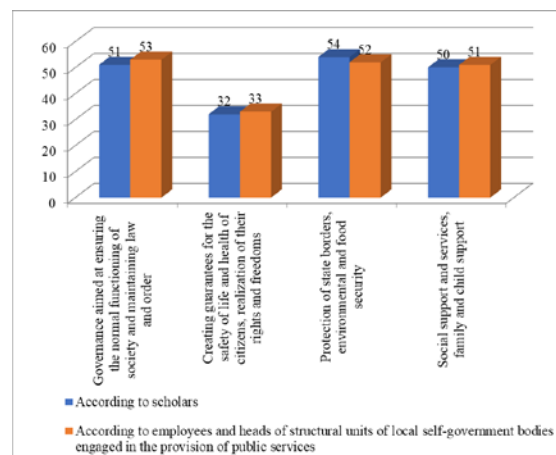


Figure 1. The most relevant areas of necessary methodological developments in the study of issues related to the provision of public services in the process of public administration, %  
Source: built by the authors.

The survey has shown that the most needed improvements today are in the areas of social support and services, protection of state borders, and ensuring the normal functioning of society. During the survey, respondents identified the following key integral indicators of public administration efficiency (Figure 2).

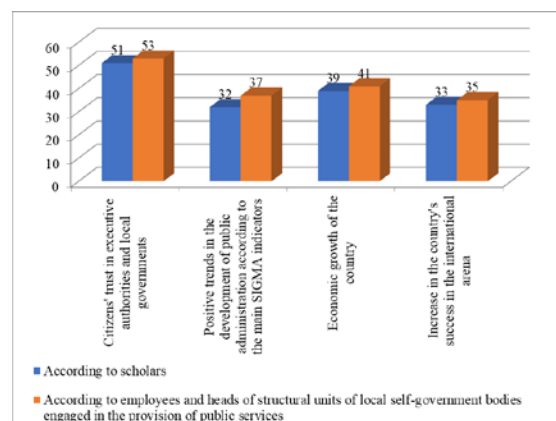


Figure 2. Key integral indicators of public administration efficiency, %  
Source: built by the authors.

According to the survey, the most important integral indicators of public administration effectiveness are the trust of citizens in the executive authorities and local self-government bodies. Moreover, they include positive trends in the development of public administration, confirmed by the results of regular assessments of the public administration system of Ukraine according to the main SIGMA (Support for Improvement in Governance and Management) indicators.

In the context of studying the topic of our research, we investigated the respondents' opinions on the main areas of activity of public authorities that primarily determine the quality of public administration (Figure 3).

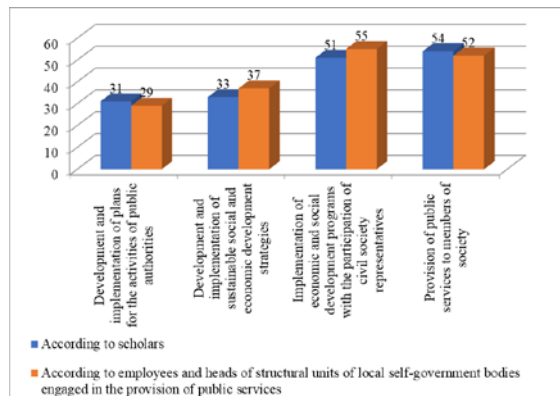


Figure 3. The main activity directions of public authorities that determine the quality of public administration, %  
Source: built by the authors.

As can be seen from Figure 3, the most important areas of work provided by the national system of public administration at the state (municipal) level and determining the quality of public administration, in general, are the implementation of economic and social development programs and the provision of public services to members of society. In the course of the study, respondents were asked to name the areas of necessary improvement of public administration efficiency in the field of public services (Figure 4).

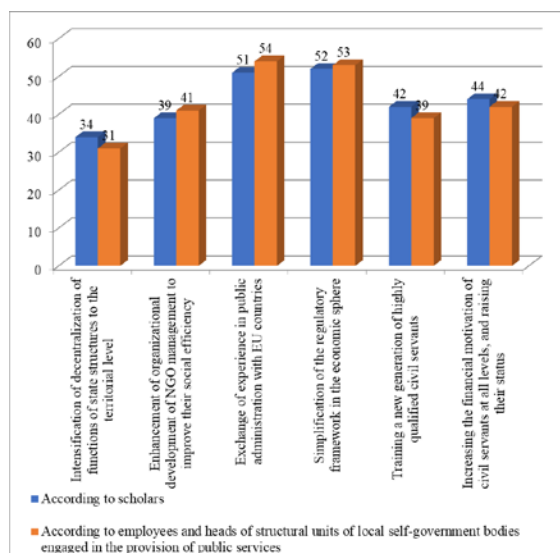


Figure 4. Directions for improving the efficiency of public administration that need to be implemented in the provision of public services, %  
Source: built by the authors.

As can be seen from Figure 4, such areas include a broad exchange of experience in public administration with EU countries through joint conferences on public administration and the involvement of public administration experts as consultants

and trainers. Moreover, simplification of the regulatory framework in the economic sphere can reduce the bureaucratic burden for entrepreneurs and eliminate corruption issues that are inevitably associated with various permits, certificates, and orders.

An important issue identified in the survey is to determine the prerequisites for an effective system of public service delivery by public administration bodies (Figure 5).

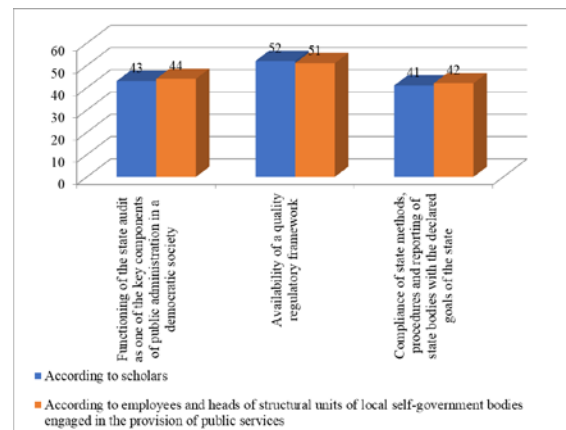


Figure 5. Prerequisites for an effective system of public service provision by public administration bodies, %  
Source: built by the authors.

According to the survey, the most important prerequisites for high efficiency of the public service delivery system by public administration bodies are the existence of a clear, structured legal and regulatory framework.

This framework should normalize and establish the basic principles of the building and functioning of public institutions.

## 5 Discussion

Public management and administration within the framework of the updated social management methodology require the development of effective implementation mechanisms.

Trends and challenges related to the need to professionalize public administration and improve the quality of the state apparatus itself based on scientific management technologies have led to the emergence of a new scientific field – public administration (McDonald et al., 2022), (Konrad & Böhle, 2019).

In the context of deepening integration processes, public administration requires a clear definition of the basic principles and directions of development. Therefore, the public administration system should be based on the principles of openness and ensure an optimal combination of principles, mechanisms, methods, and tools to build an effective multi-level integrated governance structure. However, the current system of public administration remains corrupt, contradictory, and inefficient. This is a significant obstacle to positive changes in society and the state (Scupola & Mergel, 2022), (Gutierrez, Marchant & Michael, 2021).

Insufficient transparency and openness in public administration, unclear separation of politics and management, insufficient professional level of civil servants, lack of a unified system for assessing their competence, low level of disciplinary responsibility, an imperfect political and administrative control mechanism in the public administration system - all these factors are destructive elements in the organization of effective public administration in general and social service delivery in particular. The concept of the new public administration envisages decentralization of governance by expanding the

powers and responsibilities of local governments (Allen et al., 2022), (Ciarli et al., 2021).

The main task of the authorities is to ensure that local communities can solve their problems and control the quality of public services on their own. This approach is in line with the core values of local self-government: autonomy (decentralized governance), democracy (civic participation), and efficiency (proximity of the government to the population). The state transfers public service delivery functions to non-governmental organizations (commercial and public) and retains the functions of control and development of the overall strategy. Such decentralization provides greater administrative flexibility and efficiency, and stimulates competition among service providers, increasing civic and social responsibility (Paletti & Maha, 2018), (Blomkamp, 2018).

The central task of public administration is to organize internal and external relations between the subjects of social interaction to optimize the provision of services and expand the participation of citizens, and public and private entities in the processes of making socially significant decisions. According to this concept, governance is a constant and active interaction between the public and non-governmental sectors, which ensures that governance mechanisms are adapted to the needs of society, given the complexity and dynamism of modern social relations, as well as the diversity of social problems (Casula, Leonardi & Zancanaro, 2020), (Gawłowski, 2018).

## 6 Conclusions

The analysis of the scientific literature on the research topic and the results of the questionnaire survey show that the improvement of public administration should serve the social well-being of society, solve urgent socioeconomic problems, and improve the standard of living and quality of life of the population. Effective management of socio-economic processes and ensuring their balance is possible only if an efficient public administration system is established. The definition of its strategic goals, principles, and performance criteria should be based on a fundamentally new paradigm that centers on human needs and the need to constantly enhance the quality of life. This means that the process of forming a national public administration system should begin with creating an appropriate institutional environment capable of producing high-quality public services that aim to form new value orientations both in society as a whole and each individual. In our opinion, this is the key to sustainable social development.

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**Secondary Paper Section: AE, BC**