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## Philosophical and legal interpretations of modern theory of public administration in Ukraine

### Філософсько-правові інтерпретації сучасної теорії публічного адміністрування в Україні

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#### Abstract

The aim of the article is to systematize the research results on the definition of the public administration concept and its characteristics. Providing such an opportunity is combining general theoretical and special legal methodology of conducting scientific research. Research results. The authors studied the issues of its organizational and implementation components to form a common vision regarding the evolution of the public administration paradigm in general, as well as its features at the current stage of Ukraine's development as an independent democratic state that is in armed confrontation with an aggressor country. Practical implementation. Since the declaration of Ukraine's independence, an attempt has been made to optimize the institutional aspect of socio-economic and political reforms, but we may assert that the path chosen at that time was wrong, because it would be more appropriate to conduct administrative reform in a different direction. In this regard, there is still a tendency to constantly optimize domestic legislation and adapt it to the basic principles of public administration which have proven their

#### Анотація

Метою статті є систематизація результатів дослідження щодо визначення поняття публічного адміністрування та його характеристик. Забезпечення такої можливості поєднує загальнотеоретичну та спеціально-юридичну методику здійснення наукових пошуків. Результати досліджень. Автори дослідили питання його організаційної та імплементаційної складових для формування спільного бачення щодо еволюції парадигми публічного адміністрування загалом, а також її особливостей на сучасному етапі розвитку України як незалежної демократичної держави, що перебуває у збройному протистоянні з країною-агресором, зокрема. Практична реалізація. Із часів проголошення незалежності України була зроблена спроба оптимізувати інституційний аспект соціально-економічних і політичних реформ, але можна стверджувати, що обраний тоді шлях був хибним, оскільки адміністративну реформу доцільніше було б проводити в іншому напрямку. У зв'язку з цим залишається тенденція до постійної оптимізації вітчизняного законодавства та адаптації його до базових принципів публічного

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effectiveness abroad. Value/originality. It is argued that the world community reached a consensus on the expediency of re-orienting all state mechanisms, processes, and relations with the private sector to a person-centred approach, where the individual is postulated as the highest social value, the center of the entire social system and structure.

**Keywords:** theory of public administration, State administration, administrative policy, military administration, State apparatus, crisis of Ukrainian society.

### Introduction

In 1998, the former President of Ukraine, Leonid Kuchma, having declared the need for radical restructuring of the State apparatus, emphasized in the Decree of the President of Ukraine No. 810/98 (1998) that the creation of modern and effective system of State administration is an important factor in overcoming the transformational crisis of Ukrainian society. This will secure Ukraine's formation as highly developed, law-governed, civilized European state with a high standard of living, social stability, culture, and democracy and will allow it to become influential in Europe and worldwide. Equally, the public administration should be close to people's needs and requests, and the main priority of its activity should be serving the citizens and national interests. This system of public administration should be under the people's control, transparent, effective, and established on scientific principles. At the same time, the management personnel costs should be adequate to the financial and economic state of the country.

This ambitious goal was announced 25 years ago. But the national legislation on proper organization of the public sector is still not fully consistent with the European legislation and lacks normative grounds for the further development, and the level of the society participation in solving matters of public importance is unsatisfactory.

This problem became more acute during Ukraine's armed confrontation with the aggressor country. The latter, while seeking to seize power in certain territories of Ukraine, caused unprecedented violation of all possible codified and conventional rules of the co-existence of people and nations and put the most

адміністрування, які довели свою ефективність за кордоном. Цінність/оригінальність. Стверджується, що досягнення світовою спільнотою консенсусу щодо доцільності переорієнтації всіх державних механізмів, процесів і відносин з приватним сектором на особистісно орієнтований підхід, коли особистість постулюється як найвища соціальна цінність, центр всієї соціальної системи і структури.

**Ключові слова:** теорія публічного адміністрування, публічне адміністрування, адміністративна політика, військове управління, державний апарат, криза українського суспільства.

important social values of Ukraine not only at risk, but also made them a direct object of criminal encroachment.

As it turned out, the regulatory capabilities and resources of the public administration at various levels are not enough to fully protect and help the victims. Committed systemic errors nullify the main social purpose of public administration. Therefore, it is extremely necessary to promptly find the ways to solve this difficult situation.

Thus, the urgency of reforming the public sector of Ukraine is obvious. In view of this, the object of research in this context is the public sector of Ukraine, specifically the need its reformation.

The aim of the article is to systematize the research results on the definition of the public administration concept and its characteristics. It will contribute to create scientific and methodological basis, which will become the basis for public discussion and result in forming the list of expedient and relevant ways of implementing administrative reform in Ukraine.

### Methodology

This research is based on a pluralistic methodological approach, which combines various methods and techniques to obtain a complete understanding of the object of study. This is a qualitative research that uses the following methods:

Structural analysis of the system: It was used to present the hierarchical structure of administrative processes in Ukraine, examine approaches to the concept of public administration and define the characteristics of

public interest as a category of administrative law.

**Synergistic approach:** It was used to analyze the legal nature of the State's administrative policy and study the duality of its purpose.

**Hermeneutic approach:** It was used for the interpretation of legal theories and legal texts.

**Logical method:** It was used to reveal the substance and essence of military administration in Ukraine and to formulate the concept of administrative policy of the state.

The study sample was made up of experts in public administration, administrative law and political science. Data was collected through in-depth interviews and documentary analysis.

### Literature review

It should be clarified that the majority of administrative scientists support the idea of non-use the category "State administration" in the Ukrainian legal doctrine, perceiving it either as an outdated analogue of the category "public administration" or as an independent legal phenomenon that has exhausted its social significance.

As an example, according to O. Mytiai (2018, p. 124), "State administration" is one of the most complex institutions and categories of administrative law in connection with the complex nature, specificity of actors and objects of State administration and the relationships between them. The transformational processes taking place in Ukraine and the society along with the ongoing administrative reform led to the scientific search for new approaches to understanding the essence of public administration and the possibilities of its renewal, which was expressed in increased attention to such a category as "public administration".

In this regard, P. Petrovsky (2017, p. 21) notes that, according to the views of most scientists, State administration is being reformed into the public administration.

According to another approach, State administration is the organization of the State sector, where there is no variation in the behaviour model or organizational structure of the object of administration, which represents the establishment and implementation of imperative norms in the exceptional areas of the State

interest. Such areas are those that cannot be public in whole or in part a priori (internal security, State secret, territorial division of administrative units, economic aspects of ensuring the competitiveness of the State, international relations) (Danylenko, 2019, p. 2).

With this in mind, public administration is proposed to be understood as follows:

the mechanism that ensures, on one hand, the provision of legislation-related services to the society, and on the other one – the implementation of the chosen type of policy by civil servants who were delegated authority during the manifestation of the people's will at the elections both within the country and abroad in all its forms (Semenchuk, 2013, p. 388); mutual influence of the management actor and the power holder on social processes and relations in accordance with socially significant functions and powers, which can be viewed as follows:

- 1) professional activity by civil servants, which includes all types of actions aimed at introducing government decisions, as well as studying, developing and implementing the State policy directions;
- 2) management system represented by administrative institutions within the adopted power structure (Amosov & Gavkalova, 2013, p. 7); activity of the public administration to satisfy general public interests (Kuzmenko, 2009, p. 24); the main directions of the purposeful activity of the public authorities on the fulfilment of administrative obligations (Kolesnikova, 2013, p. 114; Kolpakov et al., 2018, p. 214); socio-political power, the main types of which are the following: a) people's power as direct power, direct democracy (elections, referendums); b) State power – legislative, executive, judicial; c) local self-government – local, public power exercised, in particular, by territorial communities, representative bodies of local self-government (councils), and executive bodies – heads of villages, settlements, cities etc. (in this sense, the term "public power" is analogous to the terms "people's rule" or governance) (Beh, 2000; Maksymeniuk, 2015, p. 208); a component of public governance and the procedure for implementing decisions made in the public administration system (Kolesnikova, 2013, p. 117); the activity of the entire system of administrative institutions with a hierarchy of State power and local self-government as

a coordinated group action on public matters aimed at solving them (Lazor, 2015, p. 114); the type of activity representing the performance of the State functions, lies in of social orientation of public power exercise and involves the variation in the behaviour model or organizational structure of the administration object, which is carried out by ensuring, securing, and protecting a certain circle of social relations, which constitute both individual and public interest and demand support and regulation by the State in the course of their dynamic development (Danylenko, 2019: 25).

Thus, there are various scientific views on the definition of this process. The differences are caused both by the lack of its agreed interpretation in the law which still operates the term “State administration” (including in the official translations of European acts) and by a complete misunderstanding of stages and procedures of the evolution of the paradigmatic aspects of its development in Ukraine. This generally indicates that there is no unified vision of the system of state management processes in the country.

## Results and discussion

As a rule, the hierarchical structure of management processes in the country is determined using the “separation of powers” criterion. It is logical to distinguish legislative, executive, judicial power, and local self-government. It distributes power to different levels with an exclusive list of functional duties, starting from those that solve national issues, going down to solving issues of the local administrative units’ functionality.

Undoubtedly, the legislative power manages social processes, but in a very specific way – by establishing general rules, foundations, procedures and principles of their development. The executive function directly represents the management process, which implements the main postulates of balanced development. In turn, the judicial power, exerting influence on actual social relations, ensures that they remain legitimate.

However, it is important to understand that the abovementioned system is generalised. It reveals a one-sided vision of how the State apparatus is formed and what place is given to the public settlement of issues of national importance.

We support the previously highlighted opinion that there are four variations of the schematic definition of the hierarchical structure of management processes in Ukraine (Danylenko, 2020, p. 37):

### Variation 1

European governance (after Ukraine formally becomes EU member, this will take place as an integral component) → national governance (establishment, procurement, implementation, and protection in the form of administrative policy of the State) → (1) public administration: (a) of the State sector (State administration); (b) of the public sector (classic domestic understanding of public administration) and (2) self-regulatory activity (self-regulatory organisations).

### Variation 2

European governance → national governance → (1) public administration: (a) activities of the authorized entities (public administration); (b) self-regulatory activities (of self-regulatory organizations) and (2) State administration.

### Variation 3

Administrative and legal support → public administration: (1) activity of executive authorities; (2) activity of local authorities and (3) activity of entities with delegated powers.

### Variation 4

European governance → national governance: (1) public administration: (a) administrative and legal support; (b) administrative and legal security; (c) administrative and legal protection; and (2) State administration.

The proposed variations have one unifying factor: Ukraine has its own way of forming the step-by-step development of paradigmatic knowledge about public administration. It is persistently perceived as a part of the State executive function, but despite this perception it is impossible to state for sure that it is the only form of its implementation, because State administration exists as an independent type along with it. It is more acceptable to believe that in 1998, for unknown reasons, the State leaders did not abandon the Soviet experience of State-building and did not clearly differentiate between the spheres of “State” and “public” or did not abandon the concept of “State administration” in general.

Currently, the modern paradigm of public administration in Ukraine is characterized by the following key aspects: 1) it is an integral part of national governance, which implies the need to form a balanced and clear administrative policy of the State; 2) transformational aspects of the main postulates of person-centered approach caused by the military conflict (speaking about the emergence of its specific variation in the form of military administration).

### **The legal nature of the State administrative policy**

Under current conditions, there are no developments in defining the concept and essence of the administrative policy of Ukraine; it is difficult to find analogous in the laws of other countries as well. Most commonly, the category of administrative policy is understood as a set of established rules for the implementation of a certain action, the distribution of roles in a certain activity.

Turning to the foreign experience: as an example, the administration of the US President (the White House) has its own administrative policy. In particular, the Office of Management and Budget, which functions as part of the Executive Office of the President of the United States, formally communicates the Administration's views on the reasons for objecting the legislative changes or application of the veto through the Statements of Administration Policy. It is a communication tool (written statement) that indicates whether a parliamentary decision (legislative act) will be approved by the President. The reason why this tool exists is because in parallel with legislative activity in Congress, the executive branch takes actions to determine whether such legislative activity is expedient (including the comparison with the President's promises to the voters) (Stuessy, 2016).

Another example of administrative policy is a set of rules of conduct in a certain organizational system. The developers of this policy periodically review and monitor its accuracy, efficiency, and effectiveness.

As a system-wide phenomenon, administrative policy should do the following: 1) promote the mission of the organizational system; or 2) serve as a procedure for the implementation of certain activities, including the observance or implementation of legislative or departmental acts; and 3) meet one or more of the following criteria: a) eliminate a significant risk to the

institution that cannot be adequately addressed otherwise; b) have a significant effect, including, but not limited to, on people's conduct, as well as the level and number of risk factors involved; c) promote work efficiency and effectiveness (Office of Institutional Compliance, 2023).

Speaking about administrative policy of a certain orientation (not in a form of a system-wide phenomenon), it is important to consider the duality of its purpose. For example, in the field of business processes, it informs employees about organizational rules, expectations and business values, as well as about issues related to personnel, including their rights, responsibilities, health and social insurance etc. In general, it ensures that the organization's administration and employees work on the same page, understand each other, and agree on how they should interact, because being a regulatory act the administrative policy represents what a company expects from the employees and what the employees expect from the company (Smyth, 2023).

Similarly, administrative policy can be a part of a certain authority's activity, which establishes its principles, and in this way informs the others about the existence of administrative rules of conduct.

Thus, administrative policy in general can be considered through its dual legal nature, in particular: 1) as a set of rules for the implementation of established standards (procedural aspect); 2) as an independent tool for establishing the rules of conduct necessary to achieve predetermined goals (functional aspect).

Regarding the possibility of applying this legal phenomenon in the context of the State efficiency, we can speak about two conceptual directions of the implementation of the State functions: through the mechanisms of State and public policy, the difference between them is the exclusive possibility of solving extremely complex tasks by authorities (State policy) or with the assistance and active participation of civil society institutions, which at the same time assume obligations and responsibility for the decisions made and the effectiveness of their implementation (public policy) (Zubko, 2023).

At the same time, any policy is related to certain values, on which it is based. For administrative policy in the context of the country, such values are public interests.

It should be noted that defining public interest is quite controversial. The authors define its features as a category of administrative law: 1) it is a set of certain needs (values) (Sever, 2021, p. 2); 2) there may be needs of the entire society, as well as its groups or individual citizens (Soroka & Sokiran, 2019); 3) it is formed at the initiative of a directly interested actor of the State administration (Soroka, 2020); 4) these interests are legally recognized by the State (Kalyuzhny, 2006); 5) it is aimed at ensuring human rights and freedoms (Kaganovska et al., 2022); 6) it is one of the constituent parts in the definition and formation of administrative relations, which are resolved in the administrative order (Sever, 2021).

Therefore, the substance of public interest as an administrative and legal category derives from the essence of general interest and is individualized by the substance of administrative and legal relations. Public interest is defined as a set of certain needs (values) of a person or society aimed at ensuring and protecting the public good.

Thus, it is logical to say that the primary task of the State is to outline public interests. The latter are formed through the public policy in various spheres of life (national security, health care, environment, economy, etc.) (Pečarič et al., 2015, p. 49). In this case, the State is considered as a source of regulating the ratio of public and private interests (Raimov & Pasichnyk 2022).

In 2019, the Supreme Court of Ukraine determined “public interest” as the needs important for a significant number of individuals and legal entities, which are provided for by the public administration according to the legally established competence. That is, public interest is nothing more than a certain set of private interests. It also contains a clarification that the concept of “public administration” in administrative law should be understood as the system of State and local self-government executive bodies, enterprises, institutions, organizations and other entities endowed with administrative and management functions, which act with the aim of ensuring the interests of the State and society as a whole, as well as the totality of these administrative and management actions and measures established by law (Case No. 810/2763/17, 2019).

Based on the above, we can conclude that the state administrative policy can be considered as a set of rules of conduct and procedures for the activities of actors endowed with administrative and management functions. However, in this

case, its functional impact is limited exclusively to the sphere of the executive function of the State.

In our opinion, it can also be considered as follows: 1) as a set of strategic and operational measures to influence the established system of exercising State power through a pre-agreed mechanism for introducing amendments to the current legislation, which aims to form a set of rules for the proper management of State and public affairs; 2) as a set of procedural provisions for building relations between authorities to ensure their interaction, cooperation and distribution of the main spheres of responsibility, as well as building stable relations with civil society.

### **Substance and essence of military administration in Ukraine**

During the last 50 years, military operations around the world have been conducted quite regularly. Global military operations in Iraq, Kuwait, the United Arab Emirates, Somalia, Afghanistan, Kosovo, Bosnia comprise only a small part of the overall number. On a daily basis, these global military operations are managed by the largest bureaucracy in history – the Ministry of Defence. As the authors of the “Handbook of Military Administration” correctly pointed out “although the conduct of war is the subject matter of a great number of scientific works, administrative aspects of military operations are often lacking. After all, who can become excited about human resource management, budgeting and finance, procurement, and training and development, when one has the lure and challenge of defeat and victory in combat? Yet, the seemingly mundane and boring administrative tasks are what makes it possible to field an effective fighting force” (Weber & Eliasson, 2008).

According to the general concept, under military operations (conflicts), the public affairs management is assumed by the military administration. Thus, 25 regional military administrations were formed throughout Ukraine by the Decree of the President of Ukraine No. 68/2022 (2022). In connection with the formation of regional military administrations, regional and Kyiv city state administrations and the heads of these administrations acquired the status of corresponding military administrations and heads of these military administrations. Besides, the district military administrations were formed based on the existing district State

administrations, and their heads became the heads of those military administrations.

Such actions were carried out to implement the provisions of the Law of Ukraine “On the Legal Regime of Martial Law” (Law of Ukraine No. 389-VIII, 2015). Its provisions establish that in the territories where martial law has been introduced, the temporary state authorities – military administrations – can be formed to ensure the operation of the Constitution and laws of Ukraine, introduction and implementation of measures of the legal regime of martial law, defence, civil protection, public safety and order, protection of critical infrastructure, rights, freedoms and legitimate interests of citizens together with the military command. Moreover, it is clarified that the military administrations of the localities are formed from servicemen of military formations in accordance with the laws of Ukraine, members of the rank and file and higher officers of law enforcement agencies, civil protection services, who are sent to them in accordance with the law to perform tasks in the interests of the State defence and its security while remaining in military service, service in law enforcement agencies, civil defence bodies and units without exclusion from personnel lists, as well as employees who have entered into an employment contract with regional military administrations (in case of their formation) or with the General Staff of the Armed Forces of Ukraine (if a regional military administration has not been formed in the relevant region). The list of positions in the military administrations of the localities, which are subject to replacement by military personnel from military formations, members of the rank and file and higher officers of law enforcement agencies, as well as the list of positions that can be filled by military personnel from military formations, members of the rank and file and higher officers of law enforcement agencies in the district, regional military administration, are approved by the President of Ukraine at the request of the Commander-in-Chief of the Armed Forces of Ukraine.

It is noteworthy that the responsibilities for direction, coordination and control over the activities of military administrations are distributed between the General Staff of the Armed Forces of Ukraine and the Cabinet of Ministers of Ukraine within their powers.

Separately, we note that in addition to military administrations, current Ukrainian legislation provides for the possibility to form military-civilian administrations. The Law of Ukraine

“On military-civilian administrations” (Law of Ukraine No. 141-VIII, 2015) establishes that military-civilian administrations are formed as a temporary forced measure with elements of a military management organization to ensure safety and normalization of people’s life in the area of repelling armed aggression of the Russian Federation, in particular in the area of the anti-terrorist operation, which does not aim to change and/or cancel the constitutionally enshrined right of territorial communities to local self-government.

The provisions of this Law caused discussions. In particular, the termination of the powers of representative and executive bodies of local self-government, their apparatuses and officials, the entire body of deputies of local councils deprives the territorial communities of the right to local self-government, which seems unacceptable from the standpoint of constitutional prescriptions and the requirements of the European Charter of Local Self-Government, compliance with which is one of Ukraine’s key international obligations. In addition, the unconditional dismissal of all employees of executive bodies and apparatuses of the Council can be considered as a groundless violation of their labour rights.

Therefore, in 2017, the Draft Law of Ukraine No. 7090 “On Military-Civil Administration” (2017) was submitted to the Verkhovna Rada of Ukraine. This Law specified that military-civil administration includes a set of temporary forced measures with the elements of State administration and lies in the exercise of powers by the district, regional State administration and the military-civilian administrator of the localities on ensuring law and order, safety and life of the population and/or the exercise of powers of the relevant district, regional, village, settlement, city councils and heads of villages, settlements, and cities, as well as in the specifics of local self-government in the relevant territory.

In particular, this legal act provided that if the military-civilian administration is introduced on the territory of the district or region exclusively for the exercise of powers in the spheres of ensuring law and order, security and life of the population, the relevant district, regional council, its executive apparatus, officials of local self-government, council deputies continue to exercise their powers to the extent provided for by the Constitution and laws of Ukraine. However, this draft law was withdrawn.

We can conclude that both military administrations and military-civilian administrations must ensure the balance of security and defense management in a certain administrative-territorial unit. But there is one important difference between them: military administrations aim to ensure the operation of the Constitution and laws of Ukraine, the introduction and implementation of measures of the legal regime of martial law, defense, civil protection, public safety and order, protection of the rights, freedoms and legitimate interests of citizens in the relevant territory of Ukraine along with the military command, while military-civilian administrations aim to fulfil the powers of local executive bodies authorities, local self-government bodies in the area of the anti-terrorist operation. In particular, regional and district military administrations are formed on the basis of local State administrations, as well as military-civilian administrations in Donetsk and Luhansk regions; military administrations of specific localities are formed when local self-government bodies do not exercise or are unable to exercise their powers according to the Law of Ukraine "On the Legal Regime of Martial Law." However, on the day of validation of the act of the President of Ukraine on the formation of district, regional military administrations, military administrations of localities on the territory of Ukraine, where military-civilian administrations functioned, the powers of the respective district, regional military-civilian administrations and military-civilian administrations of settlements shall be terminated. In general, military administrations of settlements, district, regional military administrations exercise their powers during the period of martial law and 30 days after its termination or cancellation (Chepel, 2022).

Therefore, temporary actors of public administration are formed in the period of war or state of emergency. Their main activity is to replace the key powers of public administration on the ground to ensure effective management of civil and military spheres.

The presented evolution model of paradigmatic knowledge about public administration in Ukraine demonstrates that the scientific and normative discourse developed in parallel, having united only after the introduction of the legal regime of martial law in Ukraine.

Thus, the scientific discourse provides that from the moment of Ukraine's independence declaration, the concept of "State administration" was joined with (or replaced by) the concept of

public administration as a dualistic combination of a linear organizational and functional type of regulation of social relations within the territorial jurisdiction of the country, which provides for an organic co-existence of groups of administrative actions that are opposite in their methods, nature, and scope, aimed on the one hand at organizing power in the country, and on the other one – at ensuring the well-being of its community. At the same time, the adjective "public" in this context implies "common" and is not a synonym for the word "transparent". State administration cannot be public in the classical sense; however, according to international experts and the European Commission in particular, it is part of this process. This conclusion derives from the standpoint of the systemic and structural composition of the recommendation documents which focus on the problems of exercising power in Ukraine. As an example, the report "Public Administration in EU Eastern Partners: Comparative Report 2014" (Ibrahimova et al., 2014, p. 74) speaks about certain success of public administration in Ukraine in the recent years – the implementation of reforms, primarily in the field of fighting corruption and creating an impartial civil service. These components apply to both State and public sectors, but they both are part of the "public administration" (Danylenko, 2020, pp. 37-38).

In turn, the normative discourse indicates that public administration combines the postulate of "serving people" with its conceptual content; that is, represented by the model of the service organization of the State, which strives to provide citizens with systematic, high-quality services necessary to their collective and individual needs.

Consequently, public administration is not so much the governing influence of the state as a social partnership in the "citizen-State" format, which causes publicity and openness not only of state bodies and organizations, but also state affairs for public discussion, which is an important resource for developing optimal (effective and efficient) political and managerial decisions.

Public administration is the practical, organizing, and regulatory influence of the State on the social life of people to order, preserve or transform it, based on power that limits effective social control as the main factor of the rule of law in the society.

The complex mechanism of public administration is presented as such:



- 1) Economical (banking, monetary, innovative, investment, credit, tax, insurance activities);
- 2) Motivating (combination of command, administrative and socio-economic incentives for high performance);
- 3) Organisational (objects, actors, their targets, tasks, functions, administration methods, organisational structures, results of operation);
- 4) Political (mechanism of economic, social, financial, production policy);
- 5) Legal (regulatory support)

Respectively, these two parallels are combined within the institution of military administration, where unified scientific and normative discourse represent the classic monopolistic position of the State within the regulatory influence on all social relationships functioning within the threats to public, economic, environmental, military, informational security of Ukraine.

### Conclusions

Public administration as a method (form) of managing public and State affairs is constantly evolving. The dynamics of the changes is monitored due to the State's need to maintain a balance in ensuring public and the private interest.

Currently, the world community has reached a consensus on the expediency of re-orienting all State mechanisms, processes, and relations with the private sector to a person-centred approach, where individual is postulated as the highest social value, the center of the entire social system and structure.

Since the declaration of Ukraine's independence, an attempt has been made to optimize the institutional aspect of socio-economic and political reforms, but we may assert that the path chosen at that time was wrong, because it would be more appropriate to conduct administrative reform in a different direction. In this regard, there is still a tendency to constantly optimize domestic legislation and adapt it to the basic principles of public administration which have proven their effectiveness abroad.

It makes sense to argue that there is a unique system of establishing transparent and accessible regulation in Ukraine, which is carried out by the public administration represented by the wide actors' composition. However, the following matters are still relevant: minimization of government influence on social relations, reduction of unnecessary and duplicative

functions of public administration actors and decentralization of their powers, legislative recognition of conditions for the functioning of self-regulatory organizations in various spheres (not just in specific ones) and revision of the educational system.

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