

SUSTAINABLE DEVELOPMENT OF THE SYSTEM OF PUBLIC ADMINISTRATION IN UKRAINE THROUGH RESILIENCE OF ITS MANAGERIAL STAFF

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The article reflects the issue of resilience, the phenomenon which draws attention by world leading democracies once full-scale invasion of Ukraine had begun. Protracted war, with its hybrid component, continues to strain national and domestic public arena and weaken its resilience posture. All these underlines the major challenge, to ensure sustainable development by joined efforts in every aspects of public life. In the paper, to reach the purpose, the phenomenon resilience is interpreted due to interdisciplinary approach. The importance to develop resilience in the system of public administration in a context of personality traits the managerial staff, is underlined. The major scientific hypothesis, that resilience of public managerial staff is sufficient, and inevitable preposition in sustainable development of the whole system. The scientific novelty of the article, that on the example of applying the systematic approach, and the methodology of public administration, and the systematic methodology, as well as other scientific tools, the phenomenon resilience is treated as the system-forming factor of the system of public administration. This means, through resilience of its managerial personnel, resilience of the system of public administration is ensured. The paper's results indicate, that State policy, on practice, must contribute to strategies on defeating the threats of informational and psychological impact on public area, introduce special training programs targeted on the managerial staff. The type of the manuscript is a review article.

Keywords: system of Public Administration, informational and psychological impact, resilience, managerial staff, sustainable development

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Introduction

In the adopted by the European Union (EU) the first-ever the “European Defence Industrial Strategy”, with sets of vision for the European defence industrial policy until 2035, one of the mainstreaming objectives under perspective EU programmes is maintaining defence readiness and resilience (Joint Communication to the European Parliament, 2024). Previously, in the “EU’s Open Strategic Autonomy and Global Leadership”, Member States showing their understanding for need to strike a new balance between resilience and competitiveness, assertiveness and rule-based corporation to allow the EU to tackle its economic vulnerabilities to become a global actor (Resilient EU 2030, 2023). Beyond Europe, the role of so called the “Resilience Club” was stressed during the meeting of the US-EU Trade and Technology Council. In building open economies among friends and partners, and lead great potential of both the United States and the EU into an adversarial path (Burwell, 2024).

The newest European conceptual approaches in public sphere prime on strengthening the EU's resilience, competitiveness, and leadership, including of flagman members'. For instance, National Security Strategy of German the "Robust. Resilient. Sustainable. Integrated Security for Germany", contains three decisive pillars. The Resilient – the first, it outlines the protection of values through individual inner strength, implementation of active human-rights policy, social inclusion and diversity. Within long-time perspective, to enhance on practice resilience of nation, this is by State' providing medical care, maintaining supply chains, training specialized experts, promoting interaction on every State level, developing German national strategic culture (The Federal Government, 2023). The experts of the German Council on Foreign Relations in their brief under name the "Preventing the Next War. Germany and NATO Are in Race of Against Time" have stressed, in order to deliver a quantum leap within the shortest time it must be a change of mentality in society, and the only possible way – to improve resilience (Mölling & Schütz, 2023).

The afore-mentioned measures by European Public Authorities on ensuring resilience in critical fields of regulation, with subsequent modernization of Public Administration system, argue for direct dependence between sustainable development in the region and its resilience, to respond to future shortages of a changing geopolitical landscape. Thus, resilience is getting highest priority in all aspects of public sphere, from either defence or security to industrial sector. Inside the system of Public Administration – in its every component, with managerial staff includes.

Materials and Methods

Our general vision during the research, that the current state of problem, experience and effects of this limbo should be treated on multiple component – social, administrative, institutional, physical, psychological, in complex.

The paper aims at highlighting the importance of resilience of the managerial staff of Public Authorities in terms of sustainable development of public sphere. In this regard, the *systematic approach* was implemented to underline the role of the managerial staff in the system of Public Administration. Having the subject-object interaction between elements of any open social system, as the system of Public Administration is, the managerial personnel could be either an object of regulation by State Human Resources departments in their education, improving qualification and skills. Or as a subject, like main driving force in formulation and realization the policies, taking and introducing management decisions. Any destructive factors originating from outside the system towards its staff, they to influence managing activity, in the other words – provide some impact on the decision making process. As a valid tool in study, the *methodology of public administration*, and the *systematic methodology*, these yielded us to discover the essence of resilience as one of the system-forming factors of the system of Public Administration. The *content analysis* of academic sources from abroad and domestic, supplied the author with needed knowledge not only within a single discipline – Public Administration, but as well in interdisciplinary context, i.e. Sociology, Psychology, and Management. To familiarize a broader community of researchers and scholars with methodological instruments in studying public and social content, we utilized the *descriptive approach*. The *axiological approach* assisted us with the notion about the major traits the managerial personnel with no regard to hierarchical level of Public Authorities, whether it is municipal, local or central administrative bodies.

Due to the complex of methodological approaches and scientific methods, our scientific hypothesis that resilience of the managerial staff of the system of Public Administration reflects its ability to provide sustainable development of a whole-system, has been proved.

Results and Discussion

The concept of resilience of the managerial staff, namely its personal and inner component, we reflect by the term psychological stability. The most established in the scientific discourse a list of factors for increasing resilience, we refer to: optimism, social contacts, self-protection, attribution, goals, meanings (Chykhantsova, 2023). To add, in the conditions of warfare time there are specific traits the manager's personality in the foreground. Their high level is necessary to ensure sustainable managerial activities under constant and destructive informational and psychological impact, stress, threats, uncertainty. To preserve clarity of thinking, maintain optimism, provide control of emotions. Together, we think, referring on psychological stability, manifestation of integrity and integral individuality, it amounts to a holistic kit of adaptive reactions on external or internal factors. In accordance with objective requirements, self-regulation, self-development, self-correction, to find an optimal model of behavior.

Based on the set of factors above, we offer the systematic approach to study the subject, i.e., consider additional components of resilience, which are related to the ability of an individual to maintain internal stability in crisis situations. Namely, such components as: cognitive (ability to mentally assess the situation), affective (ability to regulate emotional reactions and be emotionally stable); behavioral (using constructive coping strategies to overcome stress).

We proceed from the argument, the managerial activity is the most stressful and difficult as compare to the other professions. As a rule, it accompanied by negative emotions, anger, anxiety, disappointment, depression, fatigue, nervous shocks, internal burnout syndrome, disorders of the functioning of internal organs, etc. Definitely, the intensity increases a much during periods of stress, martial law, crisis situations, constant pressure from destructive informational and psychological influence.

Depending on their individual traits, the managers will react differently to the effects of stress. The ability to manage stress will contribute to well-being the subordinates and increase work productivity. The optimal profile of the managers in terms of flexibility, internal integrity and proper emotional control makes it easier for them to deal with a stressful situation. We can argue, the presence of psychological traits is an important prognostic factor of stress response. Thus, the managers being in a state of increased anxiety could have a counterproductive effect on their subordinates. On contrast, there many managers of their high responsibility, who could provide effective and resulted activity. This is a reason, why the researchers focus on one of decisive factors, a stress, which is the body's reaction to interaction with any environmental stimulus. They have pointed out, the stressors are everywhere, although the reaction on them is different, because it depends on how one person can manage internal stress better than another, since reactions to stress cannot be considered universal (Xin et al., 2017).

The other argument, personality traits as a phenomenon is typically determined by intellectual level, internal (personal, behavioral) and external (environmental) factors that influence the individual's actions (Qureshi et al., 2015). And, the term personality is defined as a set of psychological traits and approaches, builds on this the systematization takes place for interaction with the intrapsychic, physical and social environment (Larsen et al., 2014).

To prove it, the survey of senior staff the Bucha Community Administration (the district in Kyiv Region, Ukraine) reveals factors, which affect their psychological stability. The participants have been asked to consider five major categories: anxiety, responsibility, aggressiveness, determination, and satisfaction. Due to the course, according to empirical evidences, any significant influence of anxiety or aggressiveness on psychological stability, has not been confirmed. However, such traits as responsibility, determination and satisfaction, do have a positive effect (Bondar & Tsiporenko, 2024, p. 185). The study involving 302 Public Management personnel has already discovered a local tendency the region wide. These findings relating to the district after its de-occupation from aggressor, gave us the following notion. To take into the consideration, that the conditions either under the martial law, or constant destructive informational and psychological impact are the same to some extent, hence we could presume, that on the other administrative districts countryside including non-occupied territories of Ukraine, the situation regarding stress management by Public Administrators, is mostly the same.

In general, provided survey has confirmed the approach. That the problem of psychological stability acquires importance and becomes one of the central ones in the study of personality, its resistance to negative factors in administrative activity (Letuchyi, 2014). Especially it is obvious on the background of existing psychological fatigue with the unfolding of full-scale aggression, society's reassessment of fundamental values, reformatting individual system of moral guidelines and prohibitions in interpersonal interaction, communicative interactions in society, or between institutes of civil society and stakeholders of either security, defence or industrial sector.

To proceed, the other argument of public sphere is on our focus. This is psychological stability, in the other word resilience, in terms of social inclusion of Ukrainian citizens during the war. The phenomenon, which is social component of public sphere, and an object of regulation by the managerial personnel of the system of Public Administration.

The paper with study of Ukrainian civilians on their mental health symptoms, including psychological distress, anxiety, depression, and insomnia, have demonstrated efficiency of various strategies such as using instrumental support, behavioral disengagement, and self-destruction to cope with a mental health challenges (Xu et al., 2023). In the academic sources abroad, one of the main topics is referred how psychologists and helpers in the war-ridden and host countries can provide meaningful support for Ukrainian civilians, asylum seekers, and refugees affected by the war caused limbo. The recommendations by findings of the experimental learning-based review offered implementation of some helpful strategies, action plans, and resources to provide effective support, including psychologists, counselors, volunteers, and relief workers (Anjum et al., 2023). We add, in Ukraine and in host countries, aside mental health professional, the managerial staff of national local or central administrations, as well as of foreign diplomatic institutions of Ukraine abroad, must also join the communication.

In some of the other manuscripts, the research of psychological and social factors influencing on resilience Ukrainian refugees and internally displaced persons, it has concluded with five effective coping strategies the protective factors, such as: emotion-focused strategies, problem-focused strategies, avoidance, faith-based strategies, and the ones-based on sense of belonging (Rizzi et al., 2023). To consider it in a view of Public Administration, the above-suggested strategies could formulate the base for decisions to introduce on practice protective-focused programs for this category of population, as well as for the managerial personnel of the system. Because, due course of

interaction with impacted, the administrators by itself, also will be under psychological pressure, working in stress or emergency.

On the example of basic characteristics of the methodology of Public Administration, we will demonstrate the achievement of the goal of this study, focusing on its typical variety – the subject-object interaction. Its essence is in three aspects, i.e. practice, scientific research and education, and a function is to provide cognitive, practical, and educational activity (Surmin & Nadolishnii, 2011, p. 7). Such its characteristic is determined by interdisciplinary nature of the science of public administration and presence of specific properties of the object and subject (Kovbasiuk, 2012, p. 5). The interpretation of the concept a “object”, this is any phenomenon, process or object to which the practical or cognitive activity is directed (Bakumenko & Kravchenko, 2011, p. 7). As for our point, depending on the stage of development of the State, or its social transformation, under the factors, for example, such, as “Euro-Atlantic aspirations of Ukraine”, “threat to lose its territorial integrity”, “counter-action on disinformation”, “military aggression of the Russian Federation against Ukraine”, etc., these conditions have their influence on adaptation of the methodology of Public Administration, the search for effective solutions.

Under this multiple influence, the methodological content of Public Administration is shaping, due to the implementation and adaptation of the methods of the other disciplines, by featuring this content with systematic character. It is the systematic methodology, that combines knowledge, assessment and practice, which is gaining more and more importance, as it acquires the properties of the major methodological core of Public Administration (Bakumenko & Kravchenko, 2011, p. 346-350). We think, once the systematic methodology can be considered as a unifying platform for the study of various aspects of public management activity (Sytnyk et al., 2024), then the phenomenon resilience presents itself as well as an object of scientific interest, and an element of public area, and a component of the system of public administration.

Arguing from the point of view of the properties of matter, the principle systematicity manifests itself through the systematicity of practical and cognitive activities, which aimed at individual’s social surrounding. In scientific discourse, the definition of the principle systematicity is accepted as the ability of an object to be a system due to presence of some factors which create this system. And, among its characteristics are: elemental composition; the structure of connections; functions of elements and the whole; the unity of the internal and external environment; laws of development of elements and systems, etc. Thus, it is to recognize, that resilience, by manifesting itself as a social phenomenon, is reproduced within the hierarchical social structure, and contributes to the unity and interaction of the elements of social area, it is essentially a *systematic* phenomenon.

As it was mentioned above, resilience is a part of public space in the sense that it forms a public environment that is in constant motion, and is its basic component. Therefore, resilience – this is a *social phenomenon*. Taking practical activity in Public Administration, resilience is an object of managerial influence for the subjects-authorities in their fulfillment various functions. For example, in the formulation and implementation of conceptual approaches, a State policy implementation in different fields, ensuring psychical stability of citizens, as well as other areas of State management activity. However, we emphasize that it should be taken into account that resilience as itself could not yet provide a comprehensive picture of the object's resilience in general. Hence, the need for a comprehensive assessment of the conditions for the development of a person, society, and a State in the context of realizing their interests in various spheres.

It is important for the researcher of a certain subject, to identify a system-forming factor. This contributes not only to the cognitive, practical or educational effect, but also serves as a means of obtaining a full-fledged result. For example, in functional theories of systems, the system-forming factor of behavioral acts is determined by *motivation*, in accordance with the priority needs of the organism. In a social system, this is a *goal*, as a unifying basis for its formation, maintaining balance, ensuring development, preserving heredity and memory of the code, as well as the implementation of other tasks.

Correlating the essence and property the phenomenon resilience with its manifestations in a State regulation, and public area, we can state that the unifying basis as one of the determining structuring factors of Public Administration is the desire and goal to develop and ensure resilience of all its components. As well as, to undertake the other measures to form resilience of State, ensure vital activities of people and society, i.e. gain sustainable development with inclusion in every fields.

Conclusions

To resume, we would like to acknowledge there are three major points to this article. First, the paper presents theoretical findings as for the importance of ensuring psychological stability – i.e. psychological resilience, or resilience – of the managerial staff of the system of Public Administration in conditions of destructive informational and psychological impact on public area. One of the results, that resilience is the system-forming factor of the system of Public Administration. By ensuring resilience of the managerial staff, a whole-system resilience is also procured.

The second, empirical evidences in course of a survey of senior municipal administrators one of the regions of Ukraine, which was under invasion during the first stage of the war, has proved positive effect on their psychological resilience due to the managerial responsibility, determination and satisfaction. Personal traits above, alongside with others, must be taken into the consideration by Public Authorities once implementing State programmes to take care and train personnel, maintain its resilience.

The third point, these findings underscore the need for enhanced State conceptual approaches on productive problem-focused coping with destructive informational and psychological impact on public community, must be sufficient. To ensure sustainable development, social inclusion and public mental health through increased resilience of the system of Public Administration in general, with its managerial staff in particular.

Conflict of interest

The authors state no conflict of interest.

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