

UDC 351.354

DOI <https://doi.org/10.32782/1813-3401.2025.1.15>

N. S. Illiashenko

Doctor of Economic Sciences, Professor,
Professor at the Department of Business Economics and Administration
Sumy State Pedagogical University named after A.S. Makarenko

A. I. Myronenko

Postgraduate Student at the Department of Business Economics and Administration
Sumy State Pedagogical University named after A.S. Makarenko

ANALYSIS OF INNOVATIVE APPROACHES TO PUBLIC ADMINISTRATION

Today, public administration requires introducing innovative methods, approaches, and implementation procedures. This is related to the processes of Ukraine's European integration and current problems within the country. Of course, at first glance, the problem of further functioning and development in conditions of military aggression arises. Still, the issues of modernization of the public administration sphere for the development of civil society also remain relevant. The purpose of the article is to consider and analyze existing developments in introducing innovations in the field of public administration. We have analyzed the combination of the categories "innovation" and "public administration" and found that, in most cases, they are considered from the standpoint of innovative development of public administration, which is understood as the use of new methods and approaches to public administration. The main principles of creative development of public administration are considered. It is determined that the basis is the general principles of management, and the peculiarity is those that focus on innovation in the field of public administration. The main advantages of introducing innovations in the sphere of public administration are identified: accessibility, convenience through digitalization, increasing the efficiency of interaction with stakeholders and, accordingly, the efficiency of the work of public administration bodies, the development of innovative thinking, and society as a whole. The main approaches to the classification of innovations in the sphere of public administration are considered.

Based on the above analysis, it can be concluded that modern public administration in Ukraine requires an unmistakable reorientation to the basic principles of the formation of civil society, where the needs and requests of citizens are at the heart of any process. Traditional methods used recently do not always allow this to be done. Therefore, their revision and introduction of innovative approaches to public administration is a critical task. Based on the analysis of different views of scientists on the types of creative approaches to public administration, it can be concluded that the main ones are the introduction of e-government and all related digital processes, the activation of public-private and public-state cooperation, the use of project management, the use of artificial intelligence capabilities and adherence to the concept of human-centrism.

Key words: *public administration, innovations, principles of innovative development, innovative approaches to public administration, classification of innovations.*

Statement of the problem. Modern public administration in Ukraine is constantly faced with challenges that it has not experienced before: military aggression of the Russian Federation, which affects all processes of normal functioning in the state; globalization of management processes with the simultaneous need for reform and decentralization of power within the country; European integration processes that require significant changes in state policy and all its components, the

need to ensure sustainable development of the country, which is prescribed at the national level, etc. In these conditions, traditional approaches and concepts to public administration lose their significance and do not allow for effective results. All this requires the use of innovative approaches to management and the introduction of new technologies and methods, which helps in developing and implementing development strategies for both individual regions and the country as a

whole. In general, innovations in public administration and any other area aim to generate and implement new ideas, adopting innovative solutions that improve all processes, methods, and the overall structure of management. Innovations allow public administration entities to be more flexible and adaptive to better focus on the needs and demands of citizens. All the latest technologies created within the framework of the fourth industrial revolution should also be considered with a view to their application in the field of public administration. After all, its goal is the development of civil society and the country.

Analysis of recent research and publications. The issue of introducing innovative approaches into the activities of public administration bodies has been raised in the works of many scientists, such as Degtyareva I.O. [1, 2], Zelinska and Gerasymiuk K.Kh. [3], Kolot A.M. and Nikiforov A.E. [4], Kruglov V.V. and Tereshchenko D.A. [5], Lindyuk S. [6], Lutsykiv I.V., Sorokivska O.A. and Kotovska I.V. [7], Matvienko I. and Utkin M. [8] and others. Some considered the issue of combining the categories of innovation and public administration, while others based their decisions on the basic principles of introducing innovations into the sphere of public administration. However, despite scientists' interest in innovative development in the realm of public administration, today, there are no clear recommendations and approaches to the creative development directions of this sphere.

The article aims to review and analysis of existing developments in the field of introducing innovations in the field of public administration.

Presentation of the primary material. For a better understanding of the essence of innovative approaches in public administration, let us focus on the analysis of the combination of the categories of "innovation" and "public administration." According to [2]. Innovations in the field of public administration are new methods and forms of organizing the work of public authorities, new approaches, management technologies, and tools for solving the tasks set, which in the aggregate are used to improve the public administration system and for social development.

The main goal of innovations in public administration is to identify and use latent subsystems (components, elements) of the potential of the public administration system, as well as to determine the objects of further influence due to the acquired experience and the use of new scientific achievements.

Innovations in public administration are new or transformed financial, information, organizational structures or mechanisms of public management of territorial and social development, new approaches to the interaction of authorities with citizens and business structures, and new technologies used within the framework of territorial marketing [1].

The author of the work [3] believes that innovations in the region's public administration should be considered from the standpoint of innovations in the social and humanitarian sphere, economic and environmental spheres, and the public administration bodies. In the latter case, it is proposed to consider innovations from two positions: new methods, technologies, principles of management, techniques, mechanisms of implementation, new areas of activity, and approaches to the provision of services.

In the work [8], as an innovative development of the public administration sphere, the need to develop a new conceptual approach is considered, which would involve the development and use of new models of public administration that would take into account the digitalization trends of the public sphere. It is noted that digital technologies change the politics of democracy and increase the effectiveness of relations between public authorities and citizens.

It is also worth dwelling in more detail on the basic principles on which the process of innovative development of public administration is based. The general principles include systematicity, partnership with the community, equality, mutual coordination of business interests, government, and the public sector, target orientation, adaptability, subsidiarity, and controllability [7].

The principles of modernization of public administration [6] consider the following:

- human orientation – that is, all decisions in the field of public administration should be based on the needs and requests of citizens and be oriented towards increasing the availability of services;
- technologically – to improve the quality of service provision, the introduction of digital solutions is a necessary condition, which will ensure the accountability and transparency of public institutions;
- inclusiveness – equal access to public services for all categories of the population, with special attention to vulnerable groups;
- public-state partnership – involving civil society representatives in developing and implementing development policies.

In addition, the author notes that within the framework of the modernization of public administration, all principles and tools should be considered from the perspective of combining basic approaches, such as systemic, comprehensive, situational, target, process, strategic, resource, synergistic; and those that correspond to the human-centric model: humanistic, civilizational, value-based.

Based on the systematization of existing views of scientists [4, 7, 9, 10], we identified the main positive results of the application of innovations in the field of public administration:

- accessibility and convenience – modern digital technologies make public administration and the provision of public services more accessible to all categories of citizens and convenient to use from any location;

- increasing efficiency – automation of public administration processes, using the capabilities of the fourth industrial revolution allows reducing the level of bureaucratic obstacles, significantly simplifying the procedures for providing public services, and increasing the efficiency of information flows in the system "government – regional management centers – communities – citizens";

- improving the process of involving citizens – today, in a period of military aggression and constant territorial displacement of citizens, innovations allow involving the majority of citizens in the process of public administration (forms of involvement);

- improving the quality of public services – the provision of administrative, public, and technical services is enhanced through the use of various innovative approaches to the implementation of public administration tasks, improving the reporting of government bodies and assessing their effectiveness;

- stimulating the development of an innovative type of thinking – the use of various kinds of both technological and non-technological innovations allows the developing of innovative thinking among public servants, officials of self-government bodies, and other persons involved in the process of public administration;

- development of society – this result is obtained as a result of the influence of all the previous ones because, in general, they;

- development of society – this result is obtained as a result of the influence of all the previous ones because, in general, they can contribute to the emergence and development of new

sectors of the economy, the growth of human resources, and the emergence of new jobs, the general improvement of the entire infrastructure of the regions and the country, and contribute to sustainable development.

It is also worth considering approaches to classifying innovations in public administration. According to [5], innovations in the field of public administration are divided into technological (digital technologies, artificial intelligence) and social (a new level of interaction between authorities and citizens).

In addition, the analysis of [11-13] allowed us to identify the following types of innovations: service – new methods, forms, and procedures for performing public administration tasks and new administrative ways of their implementation; technological – the use of the latest (primarily digital) technologies in operational activities, new mechanisms for providing services; managerial – new forms of interaction between citizens and authorities to increase the degree of transparency and control over the activities of public administration bodies;

systemic – new forms of interaction with all interested stakeholders to achieve the common goal of social development; social – new ways of studying social problems and meeting the needs of vulnerable population groups.

According to [1], innovations in the field of public administration should be classified according to the following characteristics: depth and quality of innovations (radical, improving, modifying); form (technologies, documents, institutions); prevalence (diffuse or single); management component (informational, organizational, legal); the scale of influence (in a structural unit of a public authority, in a public authority, in regional and municipal associations, in a municipality, in a region, in a state, transnational); scope of application (external environment of territories and the state, industries and sectors, territorial units, management system); direction (rationalizing, expanding, replacing, retro-introduction, etc.); scope of obtaining results (culture, ecology, economy, social sphere, education, etc.); time of obtaining results (strategic and tactical); frequency of use (repeated and one-time); source of origin of the idea (external and internal).

Based on the generalization of opinions [9, 14], we have identified examples of successful application of innovations in the field of public administration:

1. Electronic governance. All developed countries use digital technologies that allow public services to be received online. A vivid example is Estonia, where almost all public services are available online, and every citizen can access them using an eID identification card. In addition, the digitalization of public administration allows for increased citizen participation. That is why forums for public discussions of current and problematic development issues are actively used worldwide, online consultations on the use of public services are held, various online votes are held, including elections, etc. In addition, electronic governance includes the use of different mobile applications for the provision of public services. This may concern various aspects and areas of application: medical services, payment of taxes, requests for consultations, etc. Finally, the digitalization of the public administration sphere involves using artificial intelligence in the decision-making process since this new technology allows for the analysis of a large amount of data and its systematization and the provision of further recommendations and/or the creation of forecasts in the medium term.

2. Transparency and openness of authorities. One of the principles of modern public administration is the accountability of officers, which provides for constant access to data about their work on official websites and other sources, where every citizen can familiarize himself with the plans and results of the implementation of strategies, programs, and development projects, and participate in the monitoring process.

3. Public-private cooperation – with the introduction and active use of the concept of new public management, the issue of using the experience of the private sector in implementing a market mechanism for interaction with consumers has come to the fore.

According to [15], the best practices for using various kinds of innovations in public administration include the following: outsourcing, benchmarking, project management, government-to-government management, e-governance, reengineering, management by objectives, the concept of government-to-government (GG), government-to-citizen (GC), government-to-business (GB), the use of a balanced scorecard, the implementation of the idea of new public administration, the implementation of the concept of lean management, the formation of an entrepreneurial government, management by results.

In [6], the author identifies the following innovative approaches to public administration:

- digitalization of services, which allows simplifying access to services and improving their quality; introduction of online platforms for providing consultations, the use of electronic documents, and electronic queues, which together facilitate the interaction of public institutions and citizens;

- big data and artificial intelligence – the use of a large amount of information allows you to identify the needs of each group of citizens quickly contributes to the effective allocation of resources, and also allows you to monitor and make adjustments;

- human-centric management model – orientation towards people as a central component in the management system, which involves ensuring flexibility and adaptation to new challenges (war, pandemic, changes in the socio-economic situation), strengthening trust in government institutions through their transparency and accountability, supporting all population groups and especially vulnerable ones (displaced persons, veterans, persons affected by military aggression).

In work [16], it is noted that one of the practical, innovative digital technologies implemented in developed countries and partly in developing ones, public employment services are online portals based on artificial intelligence and deep learning.

The importance of introducing digital technologies into public administration is also noted by [17-20]. They note the importance of introducing such online services as electronic document management, which allows for the accelerate of internal organizational processes in government bodies and improves the quality of management decisions made; electronic taxes, which speed up and make it easier for citizens and businesses to file tax returns; electronic payments, which allow receiving administrative services quickly and safely. In addition, introducing electronic governance will reduce corruption during the interaction between the government, businesses, and citizens.

Another important innovation is the creation of integrated multifunctional centers for the provision of administrative services, which provide for receiving them in one place, where there are all the registers of state bodies and access to unified software interfaces (for example, the "Diya" service) [21, 22].

An important innovation in the field of public administration is the use of artificial intelligence,

which allows optimizing the decision-making process, increasing the efficiency of data analysis and the development and implementation of development programs, and improving relations between authorities and citizens (chatbots, analysis of appeals and applications), improving the quality of forecasting development trends, etc. [23].

As noted earlier, a reasonably practical innovation in public administration is citizens' involvement in its implementation. The methods of involving citizens in public administration are [9, 24, 25]:

- e-governance – involves the use of modern information and computer technologies (Internet platforms, social media, electronic means of communication) in the process of public administration, which allows for the active involvement of citizens, improving the level of interaction between authorities and other stakeholders, accelerating the exchange of information flows, etc.;

- public consultations – public hearings, meetings, organizing open discussions, and other forms and methods of consulting with the public, allowing people to express their own opinions and propose solutions to problematic issues, which generally contributes to the influence of citizens on the process of public administration;

- cooperation with public organizations – the latest concepts of public administration put citizens and their needs as the primary basis for development, and collaboration with public organizations (where the active population is mainly represented) – as one of the most important factors for further development;

- accessibility of information – for involving the public in the public administration process, a necessary condition is to provide them with access to information, which essentially reflects the implementation of the principle of transparency by government bodies;

- the creation of public councils and committees – is also a means of involving citizens in the public administration process because they can be part of the created councils and committees, working with other members to provide recommendations and consultations and generally represent the public;

- public forums and discussions – organization of round tables, a process of exchanging opinions, expressing one's own opinions, discussing controversial issues, analyzing them, and finding compromises;

- public monitoring – in general, monitoring and evaluation is a mandatory stage of public

administration, which is required of us by European integration and all related processes, and public monitoring is one of the fundamental aspects of the concept of a modern new public service.

Conclusions. Thus, based on the above analysis, it can be concluded that modern public administration in Ukraine requires an unmistakable reorientation to the basic principles of civil society formation, where the needs and requests of citizens are at the heart of any process. Traditional methods used recently do not always allow this to be done. Therefore, their revision and implementation of innovative approaches to public administration is a surprisingly important task. Based on the analysis of different views of scientists on the types of creative approaches to public administration, it can be concluded that the main ones are the introduction of e-government and all related digital processes, the activation of public-private and public-state cooperation, the use of project management, the use of artificial intelligence capabilities and adherence to the concept of human-centrism.

Further research is required on the issue of developing mechanisms for implementing the above-mentioned approaches in the activities of public administration bodies, determining the main stages and procedures, and monitoring the implementation of these processes.

References:

1. Дегтярьова І. О. Інноваційні підходи в управлінні регіональним розвитком. Державна політика : підручник. К. : Вид-во НАДУ, 2014. С. 318-322.
2. Дегтярьова І.О. Інновації в державному і муніципальному управлінні як необхідна умова соціально-економічних досягнень в сучасній Україні. *Вісник Національного університету цивільного захисту України. Серія: Державне управління.* 2014. № 1. С. 5-11.
3. Зелінська Н.С., Герасимюк К.Х. Проблеми впровадження інновацій в органах публічного управління на регіональному рівні. *Публічне управління в Україні: історія державотворення, виклики та перспективи.* 2020. С. 84-86.
4. Колот А.М., Никифоров А.Є. Мотивація інноваційної діяльності: теорія і практика державного управління. *Економіка та держава.* 2008. № 5. С. 17-23.
5. Круглов В.В., Терещенко Д.А. Інновації в системі державного управління. *Вісник Національного технічного університету «ХПІ».* Серія: Актуальні проблеми розвитку українського суспільства. 2023. № 2. С. 74-79.

6. Линдюк, Сергій. Інновації у публічному управлінні для забезпечення соціальної безпеки. *Науковий вісник: Державне управління*. 2024. № 2 (16). С. 114-136.
7. Луциків І.В., Сороківська О.А. Котовська І.В. Дослідження особливостей інноваційного розвитку системи публічного управління в Україні. *Економіка і суспільство*. 2017. № 12. С. 124-128
8. Матвеєнко І., Уткін М. Світові тенденції цифровізації та їх вплив у системі публічного управління. *Наукові інновації та передові технології*. 2024. № 8(36). С. 191-203
9. Москалець І.М. Роль інновацій у підвищенні ефективності публічного управління. *Науковий журнал «Economic synergy»*. 2023. № 2 (8). С. 89-104.
10. Панченко Г.О. Інноваційна парадигма розвитку публічного управління. *Topical issues of the development of modern science. Abstracts of IX International Scientific and Practical Conference (Sofia, Bulgaria 6-8 May 2020)*. С. 620-624.
11. De Vries H., Bekkers V., Tummers L. Innovation in the Public Sector: A Systematic Review and Future Research Agenda. *Public Administration*. 2016. № 94 (1). P. 146–166.
12. Cinar E. Public Sector Innovation. *Innovation Management and New Product Development*, edited by Trott, P, London: Pearson, 2021. 7th ed. P. 80–96.
13. Cinar E., Simms C., Trott P., Demircioglu M. A. Public sector innovation in context: A comparative study of innovation types. *Public Management Review*. 2022. P. 1–29. DOI: 10.1080/14719037.2022.2080860
14. Попок А.А., Попок С.А. Інноваційна діяльність в органі публічної влади: системний підхід. *Вісник НАДУ*. 2015. № 2. С. 12 – 18.
15. Федорчак О.В. Інноваційний механізм державного управління: підходи до формування. *Ефективність державного управління*. 2012. Вип. 33. С. 150-157.
16. International Labour Office. *Global Employment Trends for Youth 2020: Technology and the future of jobs*. 2020. URL: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_737648.pdf
17. Мащенко О.В., Козаченко Ю.П. Запровадження процесу цифровізації у діяльність органів державної податкової служби. *Право та державне управління*. 2023. № 3. С. 101-111.
18. Копняк К.В., Покинйчереда В.В. Електронний документообіг в публічному управлінні: проблеми впровадження, переваги та перспективи. *Державне управління: удосконалення та розвиток*. 2020. № 10. DOI: 10.32702/2307-2156-2020.10.35.
19. Бучковська О.Ю., Веремчук О.В. Електронне урядування як основа взаємодії держави та суспільства в Україні. *Державне управління: удосконалення та розвиток*. 2020. № 3. URL: <http://www.dy.nayka.com.ua/?op=1&z=1600>.
20. Берназюк О.О. Електронне урядування як особлива форма публічного управління: поняття та проблеми запровадження. *Наук. вісник Ужгород. нац. ун-ту. Серія Право*. 2019. Вип. 55. Том 2. С. 32-35.
21. Спасібов Д.В. Інноваційні електронні сервіси надання адміністративних послуг. *Право та державне управління*. 2017. № 1 (26). С. 197-202.
22. Тимченко М.С. Розвиток сервісу «Дія» в умовах війни. Нові можливості публічного управління. *Публічне управління та регіональний розвиток*. 2022. № 17. С. 834-866.
23. Lamovšek N. Analysis of Research on Artificial Intelligence in Public Administration. *Central European Public Administration Review*. 2023. № 21 (2). P. 77-96.
24. Лаврук О.С., Лаврук В.В. Методичні підходи до формування та реалізації системи управління персоналом органів публічного управління. *Державне управління: удосконалення та розвиток*. 2018. № 9. URL: <http://188.190.33.55:7980/jspui/handle/123456789/5830>.
25. Ющенко Л.І. Застосування концепції «управління за результатами» у діяльності органів публічної влади. *Вчені записки ТНУ імені В.І. Вернадського. Серія: Державне управління*. 2018. Т. 29. № 1. С. 172-177.

Ілляшенко Н. С., Мироненко А. І. Аналіз інноваційних підходів до публічного управління

Публічне управління на сьогодні потребує впровадження інноваційних методів, підходів та процедур реалізації. Це пов'язано як з процесами євроінтеграції України, так і поточними проблемами всередині країни. Звичайно на перший погляд виходить проблема подальшого функціонування та розвитку в умовах військової агресії, однак актуальними залишаються і питання модернізації сфери публічного управління задля розвитку громадянського суспільства. Метою статті є розгляд та аналіз існуючих напрацювань в сфері запровадження інновацій в сферу публічного управління.

Нами проведено аналіз поєднання категорій «інновація» та «публічне управління» і виявлено, що в більшості випадків вони розглядаються з позицій інноваційного розвитку публічного управління, під яким розуміють використання новітніх методів та підходів до публічного управління. Розглянуто основні принципи інноваційного розвитку публічного управління.

Визначено, що базою є загальні принципи управління, а особливістю ті, що зосередженні на інноватизації сфери публічного управління. Визначено основні переваги запровадження інновацій в сферу публічного управління: доступність, зручність через цифровізацію, підвищення ефективності взаємодії зі стейкхолдерами і відповідно ефективності роботи органів публічного управління, розвиток інноваційного мислення та суспільства в цілому. Розглянуто основні підходи до класифікації інновацій в сфері публічного управління.

На основі аналізу вищевикладеного можна зробити висновок, що сучасне публічне управління в Україні потребує чіткої переорієнтації на базові засади формування громадянського суспільства, де в середині будь-яких процесів є потреби та запити громадян. Традиційні способи, які використовувались протягом останнього часу не завжди дозволяють зробити. Тому їх перегляд та впровадження інноваційних підходів до публічного управління є напроцуд важливим завданням. На основі аналізу різних поглядів науковців на різновиди інноваційних підходів до публічного управління можна зробити висновок, що основними з них є: запровадження електронного врядування і всіх пов'язаних з цим цифрових процесів, активізація державно-приватного та громадсько-державного співробітництва, застосування проєктного управління, використання можливостей штучного інтелекту і дотримання концепції людиноцентризму.

Ключові слова: публічне управління, інновації, принципи інноваційного розвитку, інноваційні підходи до публічного управління, класифікація інновацій.