

Social Factors of Development of Public Administration System

Olha Rudenko

Dr.Sc., Prof.,
Chernihiv Polytechnic National University,
95 Shevchenko Str., 14035,
Chernihiv, Ukraine.
olhamrudenko@gmail.com

Iryna Kolosovska

PhD, Prof.,
National University "Lviv Polytechnic",
12 Stepana Bandera Str., 79000,
Lviv, Ukraine.
iryna.i.kolosovska@lpnu.ua

Nataliya Podvirna

PhD, Assoc. Prof.,
Ivan Franko Lviv National University,
1 Universytetska Str., 79000, Lviv, Ukraine.
Podvirna.n@gmail.com.ua

Oleh Zhuk

PhD, Assoc. Prof.,
Ivan Franko Lviv National University,
1 Universytetska Str., 79000, Lviv, Ukraine.
oleh.zhuk@lnu.edu.ua

Ihor Bilobryka

PhD Student,
Ivan Franko Lviv National University,
1 Universytetska Str., 79000, Lviv, Ukraine.
ibrstu5477@gmail.com

Abstract

In the article, the basics of functioning of the public administration system in Ukraine are examined. The main tasks and principles of functioning of state authorities are identified. Factors of external and internal environment that influence formation and functioning of the public administration system are identified. Main social factors of development of the public administration system are outlined. Based on identified factors, problems in each area are revealed and measures are proposed to improve the state power system, considering current state of economic and security situation in the country. Current trends in development of e-government as the factor in increasing the efficiency level of cooperation between the state and public sectors are analyzed. Relevance of public trust in functioning of the public administration system is substantiated, which made it possible to identify necessary strategic guidelines that would contribute to increasing the level of trust in government.

Keywords: Public Administration, Social Policy, Social Concept, Social Factors, Social Security, E-Government.

Introduction

Challenges that arise in modern society are associated with globalization, changes in security and economic situation in Ukraine and the world, requiring transformation of the public administration system considering new changes. Decentralization of power, change in the vector of trust in government, decrease in security conditions and economic crisis have led to reshaping of social significance in public administration. The European vector of development is aimed at forming the democratic state, the basis of which is adherence to principles of sustainable development, which is expressed in ensuring social equality, energy saving, overcoming poverty, economic growth, etc. For Ukraine, improving the public administration system aims to develop the levers that will allow creating favorable climate for development of innovation and investment capacity, reducing the level of corruption in government, overcoming economic crisis and

developing socially oriented society. Therefore, today, studying the impact of social factors on development of the public administration system is relevant and important task for further reconstruction of the country and overcoming the crisis.

Literature Review

Modern society is undergoing significant changes related to globalization, urbanization, and technological innovations. These processes affect needs and expectations of citizens, which necessitates adaptation of the public administration system to new realities.

Vasylychshyn O. et al. (2024) explore theoretical foundations of social networks and real impact on public administration, law enforcement, and judiciary. Article (Criado J.I. et al., 2017) examines specifics of spread of social media among public administrations. The authors (Xiao Yu et al., 2024) note that despite importance of the social network analysis in public administration, comprehensive reviews on this topic are rare. The aim of the scientific work (Junaidia Akhmad et al., 2024) is to analyze interaction between public administration, educational socialization in social networks, population awareness of literacy and population satisfaction in the context of services in the population sector.

Dacombe R. J. et al. (2024) argue that evaluation of functioning of citizen participation initiatives will be strengthened by closer engagement with contributions made by social choice theorists. Carla Noura et al. (2024) analyze social control of public administration in relation to participatory democracy. Marhasova V. et al. (2024); Nikiforov P. et al. (2022) analyze features of forming effective public-private partnership and focus on national security under the impact of digital technologies, including implementation of e-government.

Article (Newswander Chad B., 2024) states that social justice is the pillar that supports legitimacy of public administration, and affirmative action is one of the most visible means of implementing this principle. Lofaro J. Ryan et al. (2024) explore social justice and community

resilience in public administration. The scientific paper (Zhang Mengzhong et al., 2024) analyzes the role of social media in public administration. Zvarych I. et al. (2024) are convinced that public administration plays crucial role in management of the social sphere and implementation of social policies in modern societies. Villodre Julián (2024) argue that using social media contributes to increased administrative transparency.

Onyango G. (2024) explore how problems with implementation of policy programs and interventions can be related to social characteristics of these interventions in the public sector. In the article (Xanthopoulou P. et al., 2024), relationship between initiatives of civil society organizations on social responsibility and the level of behavior of citizens is investigated. Sadowski P. (2024) analyze legal situation of displaced persons who benefit from the directive governing the EU temporary protection mechanism. The purpose of this paper (Douglas-Glenn Nakeina E. et al., 2024) is to explore how public administration courses on leadership and ethics can offer students a lens through which to see themselves as agents of social justice.

In current conditions of social development, citizens demand openness, accountability and transparency from government bodies. Social factors, such as the level of education, access to information and activity of society, influence formation of these requirements, which determines relevance of the topic of the article and proves the need for further research.

The purpose of the article is to study the influence of social factors on development of the public administration system.

Results

Effectiveness of public administration in the context of the social sphere is characterized by the level and quality of life of the population. The higher the welfare of the population, the greater the trust in authorities and effectiveness of direct and reverse interaction. The policy of state development is ensured by effective system of public administration, based

on which public authorities, through political, economic, organizational and legal levers, implement tasks in the field of social security (level of welfare of the population, improvement of demographic indicators, increase in the number of employed people, etc.).

Functioning and development of public administration in the state is formed under the influence of external and internal environmental factors. The influence of these factors in the long term forms certain pattern of public perception of public administration. External factors include political ones, which characterize democratic development and political stability of the state. Economic ones, which characterize the state of the national economy, its investment climate, efficiency of resource allocation and interaction with international financial organizations. Social factors are expressed in the level of education and activity of citizens, the level of trust in society and government bodies, social protection of the population. Innovative and technological ones affect the level of digitalization and automation of management processes at all levels, including the use of Big Data, blockchain technologies, cybersecurity and information protection principles. For Ukraine, ensuring cybersecurity is an urgent task, since there have been attempts to harm banking and government systems to influence the financial sector. Since Ukraine operates in the global space, all changes taking place in the international arena have their impact on all spheres of public life, including the public administration system. Thus, European integration require corresponding change in functioning of the public administration system in accordance with norms and standards of the EU, norms of international law. Environmental challenges, which are currently relevant for the whole world (global warming, climate change) affect the state of the specified spheres in Ukraine as well, minimizing negative impact of these factors requires timely and balanced state policy in responding to these changes.

Internal factors that characterize resources, opportunities and established socio-ethical principle of functioning of

public relations within the social concept. Institutional factors affect effectiveness of functioning of state structures, characterize the level of their transparency and accountability, the mechanism for development of the local government system. Regulatory and legal factors include legislative framework and its compliance with standards of the European development, fulfillment of international obligations in public administration.

Internal factors contribute to ensuring social security and are the resource potential of the state, which was formed under the impact of external factors of influence and internal identity of society, which includes norms, rules, and traditions.

Also of great importance is the indicator of e-government development, which contributes to establishment of effective cooperation between the state and public sectors (Fig. 1). The highest E - Government Performance Development Index is typical for the following countries: Denmark (0.9717), Republic of Korea (0.9529), Iceland (0.9410), Australia (0.9405), Finland (0.9533), Sweden (0.9410), New Zealand (0.9432).

In Ukraine, the public administration system, which is aimed at the social sphere, includes state authorities of local self-government, which affect the quality and standard of living of the population (this includes health care, education, social policy, etc.). This influence is carried out by creating appropriate conditions for development of the social sphere. Today, conditions of unfavorable security situation and the economic crisis have led to new challenges for the public administration system, due to increased differentiation of the population, increased burden on working population, worsening of demographic situation towards increased mortality and decreased birth rate, which leads to the general aging of the nation. The hostilities affected the number of the male population, which suffered losses due to military aggression.

Figure 1. Features of e-government implementation in countries around the world
Countries leading e-government development, 2024 (Index values)

| Country | Rating class | Region | Online Services Index | Human capital Index | Telecommunications Infrastructure Index | E-Government Development Index (2024) | E-Government Development Index (2022) |
|--|--------------|---------|-----------------------|---------------------|---|---------------------------------------|---------------------------------------|
| Denmark | VH | Europe | 0.9992 | 0.9584 | 0.9966 | 0.9847 | 0.9717 |
| Estonia | VH | Europe | 0.9954 | 0.9497 | 0.9731 | 0.9727 | 0.9393 |
| Singapore | VH | Asia | 0.9831 | 0.9362 | 0.9881 | 0.9691 | 0.9133 |
| Republic of Korea | VH | Asia | 1.0000 | 0.9120 | 0.9917 | 0.9679 | 0.9529 |
| Iceland | VH | Europe | 0.9076 | 0.9953 | 0.9983 | 0.9671 | 0.9410 |
| Saudi Arabia | VH | Asia | 0.9899 | 0.9067 | 0.9841 | 0.9602 | 0.8539 |
| United Kingdom of Great Britain and Northern Ireland | VH | Europe | 0.9535 | 0.9450 | 0.9747 | 0.9577 | 0.9138 |
| Australia | VH | Oceania | 0.9222 | 1.0000 | 0.9509 | 0.9577 | 0.9405 |
| Finland | VH | Europe | 0.9097 | 0.9836 | 0.9791 | 0.9575 | 0.9533 |
| Netherlands (Kingdom of the) | VH | Europe | 0.9212 | 0.9688 | 0.9715 | 0.9538 | 0.9384 |
| United Arab Emirates | VH | Asia | 0.9163 | 0.9436 | 1.0000 | 0.9533 | 0.9010 |
| Germany | VH | Europe | 0.9238 | 0.9672 | 0.9236 | 0.9382 | 0.8770 |
| Japan | VH | Asia | 0.9427 | 0.9117 | 0.9509 | 0.9351 | 0.9002 |
| Sweden | VH | Europe | 0.8836 | 0.9275 | 0.9868 | 0.9326 | 0.9410 |
| Norway | VH | Europe | 0.9117 | 0.9175 | 0.9654 | 0.9315 | 0.8879 |
| New Zealand | VH | Oceania | 0.9453 | 0.9615 | 0.8728 | 0.9265 | 0.9432 |
| Spain | VH | Europe | 0.9054 | 0.8961 | 0.9603 | 0.9206 | 0.8842 |
| Bahrain | VH | Asia | 0.9030 | 0.8680 | 0.9877 | 0.9196 | 0.7707 |

Average global and regional values for the E-Government Development Index and its component indices, 2022 and 2024

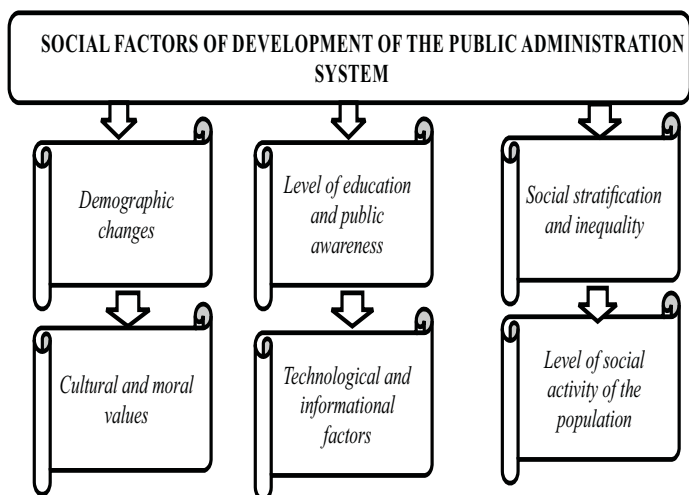
| Average values for | | E-Government Development Index | | Online Services Index | | Telecommunications Infrastructure Index | | Human capital Index | |
|----------------------|------|--------------------------------|-------|-----------------------|------|---|-------|---------------------|--------|
| 193 UN Member States | 2024 | 0.6382 | 4.59% | 0.5754 | 3.6% | 0.6896 | 19.9% | 0.6494 | -7.2% |
| | 2022 | 0.6102 | | 0.5554 | | 0.5751 | | 0.7001 | |
| Africa | 2024 | 0.4247 | 4.8% | 0.3862 | 5.2% | 0.4534 | 27.8% | 0.4346 | -12.1% |
| | 2022 | 0.4054 | | 0.3670 | | 0.3548 | | 0.4945 | |
| Americas | 2024 | 0.6701 | 4.1% | 0.5797 | 3.8% | 0.7345 | 19.6% | 0.6962 | -8.3% |
| | 2022 | 0.6438 | | 0.5585 | | 0.6139 | | 0.7590 | |
| Asia | 2024 | 0.6990 | 7.7% | 0.6401 | 4.3% | 0.7740 | 25.5% | 0.6828 | -4.8% |
| | 2022 | 0.6493 | | 0.6137 | | 0.6166 | | 0.7175 | |
| Europe | 2024 | 0.8493 | 2.3% | 0.7836 | 1.8% | 0.9227 | 9.9% | 0.8418 | -4.6% |
| | 2022 | 0.8305 | | 0.7699 | | 0.8392 | | 0.8825 | |
| Oceania | 2024 | 0.5289 | 4.1% | 0.4378 | 4.2% | 0.4885 | 29.4% | 0.6603 | -9.5% |
| | 2022 | 0.5081 | | 0.4201 | | 0.3775 | | 0.7298 | |

Source: 2022 and 2024 United Nations E-Government Surveys.

Difficult security situation in the country led to significant departure of young people, women and children abroad, therefore, creating conditions for their return is the task of public administration. Overcoming economic crisis is possible provided that the effective strategic policy is formed, which includes economic, social, and cultural factors that must be considered based on the state's current resource capacity. Considering that the priority of sectoral development has changed in Ukraine due to significant loss of industrial potential, authorities are faced with the issue of consistency of plans and strategies with the new realities of resource capacity (Verkhovna Rada of Ukraine, 2015).

Significant destruction of industrial facilities and occupation of part of territories where the largest industrial enterprises were located led to the need to review strategic sectors of the country's development, and considering new realities, build the social recovery policy. In this aspect, it is necessary to consider the need to develop knowledge-intensive sectors of the economy, to effectively implement innovative policies in all spheres of public life. Activation of these changes is not possible without bilateral cooperation between public administration bodies and the population. To determine directions of their interaction, it is advisable to single out relevant social factors of development of the public administration system (Fig. 2).

Figure 2. Main social factors of the development of the public administration system



Source: developed by the authors.

Demographic changes are the key factor affecting development and functioning of the public administration system, as they are characterized by changes in population processes, migration processes, population aging and life expectancy. Effective functioning of the public administration system depends on active involvement of citizens in management, which affects transparency and accountability of government, reducing the level of corruption and abuse of office.

The higher the standard of living of the population in a country, the greater the level of trust in authorities, since social protection and stable development are the basis of long-term economic stability. In stable economic society, it is middle class that plays the key role in ensuring economic well-being of the state.

Socio-cultural and moral values play important role in shaping the influence of traditions on managerial decision-making, attitude towards government and the level of corruption. Therefore, adherence to and respect for traditions, formation of mentality contributes to more responsible attitude towards business ethics and compliance with social norms. It is the feedback between the government and society that allows for effective mechanism for ensuring social needs and creating equal rights for all. Improving access to public services is implemented on the basis of implementation of digital solutions (Diya.Helsi.me) that simplify access to services for all categories of citizens. Using social networks develops communication between government and the population, which accelerates resolution of urgent needs, allows considering public opinion, and due to this, increases efficiency of public administration (Government portal, 2021).

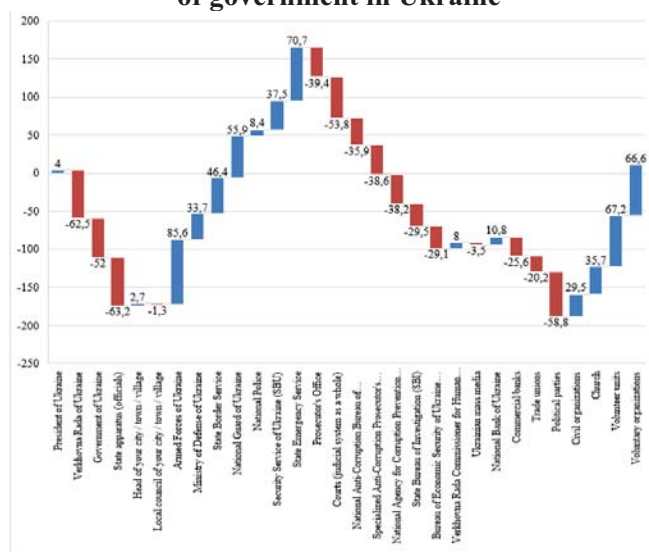
Development of the public administration system depends on the level of social activity of the population, through participation in decision-making (e-democracy), formation of a system of public control, which reduces the level of corruption and increases trust in authorities. It is the change in society in its qualitative and quantitative composition that forms directions of regulation of state policy in ensuring social development of the state. Thus, according to the Social Progress Index for 2024, Ukraine ranked 63rd

among 170 countries participating in the rating. In 2022, Ukraine ranked 52nd out of 169 countries in the world (AITiGLOBAL, 2025).

Implementation of the above measures is possible provided that society has trust in government institutions, which today in Ukraine, according to the survey data conducted by the Razumkov Center on “Assessment of the situation in the country and government activities, trust in social institutions, politicians, officials and public figures, belief in victory (September 2024)”, majority of respondents negatively assessed the government's activities in fight against corruption (82% of respondents), justice (69%), reconstruction of the country (56%), social protection and pension provision (54%) (Razumkov Center, 2024). If we consider rating of society's trust in social institutions of government, then in 2024 the situation looked as follows (Fig. 3).

From the survey conducted, it can be concluded that the highest level of trust among the society in 2024 is in the Armed Forces of Ukraine (85.6%), the State Emergency Service (70.7%), Volunteer units (67.2%), and Volunteer organizations (66.6%). The highest level of distrust is in the State apparatus (officials) (-63.2%), the Verkhovna Rada of Ukraine (-62.5%), Political parties (-58.8%), the Judicial system (-53.8%), and the Government of Ukraine (-52%).

Figure 3. Rating of public trust in social institutions of government in Ukraine

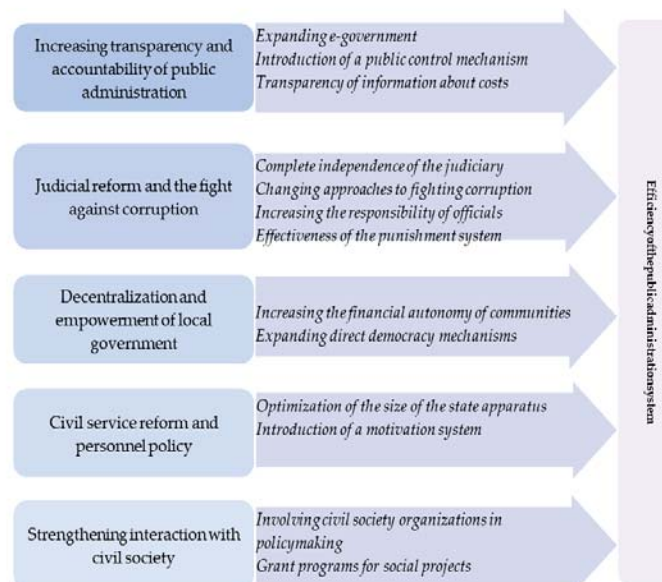


Source: developed by the authors based on Razumkov Center, 2024.

These trends confirm urgency of the influence of social factors on effective public administration system. Today, authorities must consider social mood of the population to stabilize their situation and form effective mechanism of public administration. First, it is advisable to implement effective reforms that are aimed at increasing trust in authorities, which will contribute to effectiveness and transparency of their functioning (Fig. 4).

The highest level of distrust among the population is in the state apparatus, which requires appropriate reforms to increase transparency and accountability of their activities. In the context of digitalization development and implementation of digital solutions to improve government activities, it is important to introduce the e-government system that will not only be aimed at formal signs of public participation in decision-making, but will also actually reflect the flow of state funds, which will allow tracking purposefulness of their use according to projects. Improving the public control system today has more formal character, since some stages of project implementation are closed (according to the confidentiality level). It is openness of information on public spending that can have positive impact on reducing corruption schemes and increase public trust.

Figure 4. Main directions of public administration reforms to increase efficiency and public support



Source: 2022 and 2024 United Nations E-Government Surveys

The judicial system in Ukraine remains one of the most discredited institutions in Ukraine, which significantly undermines trust of citizens through corruption schemes. For effective operation of the judicial system, it is necessary to introduce a system of strict penalties for abuse of office, corruption, illegal actions, which will include practical principles according to which it is prohibited to hold any positions in the state or judicial system in the future. Expanding powers of anti-corruption bodies will increase possibilities for conducting investigations, which are currently limited by law.

Society should form a system of social responsibility that would promote transparency and reduce corruption through compliance with the law and non-abuse of official position. To do this, it is necessary to review the personnel policy system in the civil service. To support society, it is advisable to optimize the size of the state apparatus in the direction of its reduction, improve job functions so that there is no duplication, which will also contribute to reducing the number of personnel. It is important to change the approach to the personnel policy, giving preference to open competitive procedures, rather than political appointments. Introduce the social justice system that balances remuneration of officials and ordinary employees, including pensions, to reduce the gap between minimum size of pensions and pensions of state authorities and the judiciary.

The attitude of society towards local self-government bodies (communities) is more positive, indicating effectiveness of the system of decentralization of power, and requires its further improvement and expansion of powers. To develop the system of public administration in cities, it is necessary to increase financial support of local budgets to address urgent needs and community development. Increasing powers in the decentralization system of management in education, medicine, and social services, which will improve efficiency of using local budget resources.

During military aggression, trust in volunteer and public organizations has significantly increased, which means the need for more active interaction between authorities and the public in issues of interaction in addressing needs of

communities and society. One of effective mechanisms for cooperation between authorities, business and society is development of public-private partnerships, which allows solving socio-economic and regulatory issues at territorial level, considering interests of all participants in the process.

This interaction proved to be especially relevant during the period of military aggression, when it was necessary to consolidate efforts to support business, the population, and communities. It was joining of efforts that allowed, at the local level, to create favorable conditions for development of small and medium-sized businesses, to support internally displaced persons from areas of active hostilities in more peaceful regions. Based on open competitions (grants, state programs), small and medium-sized businesses were opened (including support for relocated enterprises), which had positive impact on economic development of territories and social adaptation of the population.

Implementation of norms and European standards in all spheres of public life requires, first, social responsibility, which must be ensured not only by business, but also in public administration. Compliance with norms of transparency, democracy, and strict implementation of regulatory and legal support for activities of institutions affects the trust of society and international community in the government and the country as a whole. The main reasons that require formation and application of appropriate norms of social responsibility by public institutions include:

- need of society and international organizations to cover information on activities of public institutions in the state to determine their compliance with established norms and standards of law;
- increasing powers of some public institutions in the social sphere in terms of forming the volume of their funding;
- expansion of the public administration system and expansion of their independence in their activities and decision-making;
- strengthening regulation of the social sphere by public

institutions, this issue became especially acute during military aggression, which was caused by economic and security crisis in society;

- development and implementation of international initiatives social responsibility (ISO 26000), environmental support programs;
- frequent changes in the system of state and local governance affect the level of public trust in activities of public institutions.

The identified factors shape reputation of public institutions among society due to effective interaction between public institutions, the state, and international organizations in implementation of the specified programs and plans to ensure the well-being of society.

Development of the public administration system and effectiveness of their activities depend on available strategies, implementation of which forms their reputation and trust among society. Social responsibility will be expressed in compliance with implementation of measures to improve the well-being of the population, development of the state and local authorities, formation of positive image of territories and attraction of investors, which has positive impact on economic component of the state and society.

Implementation of these factors is possible provided that public administration institutions adhere to certain principles, namely, constant control by management over proper implementation of strategic directions and compliance with social norms. Accountability to society regarding purposefulness of spending state and investment funds with distribution of sources of their formation and use.

Conclusions

Thus, today in social influence on development of the public administration system, some changes are taking place that affect general principles of its functioning. The European vector of state development, military aggression by Russia, and as a result, economic and security crisis, have led to the need to implement reforms in the public administration system due to decrease in public trust in

institutions. Without effective interaction between authorities and society, effective development of the state is impossible. Today, due to significant negative changes in various spheres of public life, the level of trust among citizens in government institutions has significantly decreased. In the conditions of difficult security situation, trust in the Armed Forces of Ukraine, which ensure defense of the state, volunteer organizations that support society in all areas, and local governments, which have shown effective work in the conditions of the economic crisis, has significantly increased.

To restore public trust in public administration institutions, it is necessary to carry out many reforms aimed at economic revival of the state, ensuring security situation, and reducing the level of corruption in public administration bodies. Expanding powers of supervisory bodies to officials of all levels of government, including from the public. Transparency and accountability of public administration will have positive impact not only on trust from citizens, but also from the international community. It is effective interaction between the public administration system and society that is the basis for trust from international community, which forms positive image of the country as a whole, and this, in turn, affects the investment policy and expands possible attracting funds for development of the state.

In the democratic developed society, social responsibility is integral part of all spheres of life (business, government, personality). Therefore, in Ukraine, the reform of the public administration system should also introduce norms and rules regarding social responsibility to citizens. The system of transparency and reporting will contribute to increasing the level of trust among the population, which affects effectiveness of managerial decision-making at all levels of government.

Reforming the judicial system is one of the priority measures of the reform of the public administration system, since it regulates and implements the system of penalties for violations of the law in the state. Until the system of transparent, open, corruption-free judicial proceedings is functioning, implementation of these principles in all other spheres of state power will be ineffective. This will also

affect the level of public trust not only in judicial proceedings, but also in entire sphere of state power and institutions.

Therefore, to restore citizens' trust in state institutions, the comprehensive approach is needed, including fight against corruption, reform of the judicial system, increasing transparency of public administration, decentralization and empowerment of local communities. Without real changes in these areas, the crisis of legitimacy of the government will persist, which will negatively affect stability and development of the country.

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