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## PROBLEMS AND PROSPECTS OF IMPLEMENTING INNOVATION INTO THE PUBLIC ADMINISTRATION SYSTEM OF THE REGION

*Despite the martial law, Ukraine continues to implement reforms associated with changes in the economy, sectoral sectors, and, undoubtedly, the field of public administration. All this requires the formation of innovative approaches, forms, and methods and their implementation in the activities of government bodies. However, the innovation process is characterized by significant uncertainty and risk. Therefore, the article aims to analyze existing views on problems and obstacles to the innovative development of the public administration sphere and to develop an approach to their elimination on this basis.*

*Based on the analysis and systematization of existing developments, we have identified the following problematic issues and options for their elimination. The psychological barrier, which implies a specific resistance to changes, while the initiator and carrier is the person himself, is proposed to be eliminated using the phased and gradual implementation of innovations, determining the level of readiness before the start, full awareness of all stages, and the involvement of opinion leaders. The outdated mentality of public administration subjects, mismatch of qualifications with the conditions of modern public management – through updating the public administration apparatus, retraining, adoption of experience during interaction with the private sector, the sector of public organizations, etc. A significant level of bureaucracy is achieved by introducing digital technologies in the field of public service provision, as well as new regulatory and legal support for public administration. Insufficient financial resources – through the introduction of commercial activities for public authorities to obtain additional funds, attracting funds from the business sector and international institutions. Information isolation of public authorities – through opening access to various global and regional information networks and training in their use. The probability of loss/change/leakage from those databases formed under the influence of digitalization – through the creation and development of a cybersecurity system and the use of blockchain technology.*

*The proposed approach to solving the problems of introducing innovations into the public administration system allows for predicting future risks, preparing the ground for their leveling, and improving the quality of management decisions.*

**Key words:** *public administration, innovative development, areas of leveling, resistance to innovations, psychological barrier.*

**Statement of the problem.** Today, Ukraine is going through tough times, which are primarily associated with the large-scale military aggression of the Russian Federation and globalization changes in the world. All this leads to a slowdown in development in some areas of the economy and regression in others. However, despite this, Ukraine, as a candidate for membership in the European Union, must continue to implement reforms related to many areas of activity, such as: economic reforms, which should take into account the management of state assets and privatization, the development of human capital, financial markets and the creation of a favorable business environment (at the same time, all these transformations should take place precisely in the regions, because they are the centers of development in the country's economy); reforms and changes in the industries and sectors that are the highest priority today,

namely: the energy industry and the development of its security, logistics and transport, which are essentially key to ensuring export-oriented development, the agri-food sector, the digital technology sector, the extraction and processing of critical minerals, stimulating the development of entrepreneurship (especially small enterprises) and the environmental protection sector and ensuring a green transition. However, one of the fundamental reforms for all others is the reform of public administration because it provides a powerful potential for the further sustainable development of the country. Any reform entails several changes and the introduction of innovative approaches that would qualitatively and quantitatively change the system and stimulate its development. However, at the same time, innovations cause much controversy because they lead to the emergence of uncertainty and risk. Therefore, the issue of studying

problems and obstacles that may arise during implementing innovations in public administration is quite relevant today.

**Analysis of recent research and publications.**

The issue of studying the relationship between innovations and public administration was raised in the works. Thus, Lutsikiv I. V., Sorokivska O. A., and Kotovska I. V. [1] defined them as the innovative development of public administration. Degtyareva I. O. [2] defined innovations in public administration and characterized their primary goal. Zelinska N. S. and Gerasymiuk K. Kh. [3] considered the areas of introducing innovations into the public administration system: economic, social, environmental, humanitarian, and management. Matvienko I. and Utkin M. [4] considered global trends in public administration. The principles of innovative development of public administration were considered by Lyndyuk S. [5] The relevance of introducing innovations into the public administration system was substantiated by Moskalets I. M. [6], Panchenko G. O. [7], Kolot A. M. and Nikiforov A. E. [8] The classification of innovations in public administration was proposed by Kruglov V. V. and Tereshchenko D. A. [9] However, despite the significant interest of scientists in the problems of innovative development of the public administration sphere, the issues of determining the ways of its implementation and establishing the causes of possible obstacles and ways to solve them remain insufficiently developed.

**The article aims** to research existing approaches and views on the causes and consequences of obstacles to the innovative development of public administration, their systematization, and the identification of areas for leveling them.

**Presentation of the primary material.** In general, it should be noted that one of the main obstacles to introducing innovations into a particular process is a psychological barrier, which implies a specific resistance to changes. At the same time, the initiator and carrier of them is the person himself. In most cases, all this is associated with people's psychological and genetic predisposition, tendency to risk, caution, desire to maintain stability, and specific fears about the results of changes. It manifests itself in each person individually and depends on the stages of innovation implementation [10]. Traditionally, the following reasons for the appearance of psychological barriers are distinguished:

- economic – when people involved in the innovation process have fears about changing working conditions and, accordingly, unemployment, about a decrease in social status and the level of wages;

- personal – fear of criticism of their work methods, the uselessness of acquired skills and knowledge, reluctance to learn and improve their qualifications, fear of the uncertainty of the future;

- social – associated with the fact that innovations do not bring results for them but are directed at society due to hostility to the people with whom they have to communicate and implement innovations, fear of worsening the climate in the team, etc.

Thus, the introduction of innovations into the process of any business entity causes much controversy. The sphere of public administration is no exception.

The main reasons that can affect the process of rapid and effective introduction of innovations into the public administration system include [1]:

- institutional support of the sphere of public administration does not meet the needs and requests of citizens;
- low qualification of public administration specialists;

- low transparency of the activities of public authorities;

- low level of interaction between the scientific sector and the public administration sector;

- high level of corruption;

- high level of bureaucratic obstacles to the development of the public authority system;

- low assessment of the work of public authorities by the population.

The work also identifies the following factors influencing the process of introducing innovations in the field of public administration [6]:

- The mentality of the apparatus of traditional public administration – the formation and further development of public administration in Ukraine was based on conservative approaches, a complex bureaucratic system, which significantly complicates the introduction of new innovative approaches;

- the need for additional financial costs – situations often arise when the introduction of innovative technologies may require funds for their purchase, training of civil servants and local government officials, the acquisition of additional equipment, etc.;

- a significant level of bureaucracy – the public sector is significantly limited by several regulatory, normative, and legal procedures, which complicates and slows the decision-making process.

The following should be considered options for overcoming such limitations and obstacles:

- finding additional ways of financing – grant opportunities, cooperation with the private sector;

- advanced training and the formation of additional skills in people involved in management – training, training, seminars;

- involvement of additional employee experts based on consultations, transfer of experience, and cooperation;

- early development of a plan for mitigating possible risks;

- access to information networks, portals, and platforms for exchanging information and experience.

To form a comprehensive approach to identifying options and ways to overcome various obstacles to the innovative development of public administration, we will consider the most widespread proposals.

Some authors identify the following obstacles and directions for overcoming them on the way to introducing innovations in public administration [2]:

- information isolation of public authorities – to eliminate it, network functioning and cooperation are proposed, advanced training on the topic of management innovations and the creation of their database, where innovators from the private sector can be attracted, and information events are held;

- a shortage of highly qualified specialists in public authorities, in particular masters and doctors of science in public administration – to solve this issue, it is proposed to send specialists for training or attract those who meet the presented criteria;

- problems with organizing, developing, and implementing projects for the innovative development of public administration – to eliminate the obstacle, it is proposed to improve work in the field of team formation;

- the absence of a system of incentives for the innovative development of public administration bodies – it is necessary to create such a system.

Based on the analysis [5], we have formed the main challenges and ways to overcome them when modernizing the public administration model in modern business conditions:

1. Resistance to change on the part of officials working under outdated management models of public administration, which are guided by bureaucratic procedures, are not flexible and stagnant. All this is an obstacle to implementing innovations because they see a threat to themselves and do not want to change anything in their work.

To eliminate such resistance, it is proposed to gradually introduce innovations by implementing pilot projects and then using and disseminating their experience. It is also suggested that employees be involved in developing a modernization plan and program, listening to their opinions, and considering proposals. Another way to overcome resistance should be a communicative campaign to inform about the planned changes, their expected results, etc.

2. Insufficient financial resources for implementing innovative solutions, especially digitalization of public services, infrastructure development, and automation of management processes. The lack of resources is especially felt in the current operating conditions associated with the military aggression of the Russian Federation.

To address this obstacle, it is proposed that priority areas of development be focused on when distributing funding, which can quickly ensure the payback of innovative projects and return the funds spent for further use. The next option is public-private partnership, which is manifested in the cooperation of business and government within the framework of the implementation and financing of joint innovative projects. Another direction is the use of international assistance, which has been and continues to be received within the framework of the reform of the state apparatus in Ukraine and other reforms. However, in the current conditions of martial law, everything may become more complicated.

3. The lack of qualified personnel from among civil servants and local government officials who could implement innovative projects due to the lack of appropriate knowledge, skills, and experience. This is especially evident in the digitalization of public administration because most of the latest digital technologies require training in their use, and not all specialists in the field of public administration are inclined to do so.

The way to solve this obstacle is to gain experience for civil servants and officials of local governments in cooperation with international institutions, the private sector, public organizations, etc. In addition, it is essential to update the administrative apparatus, attract young specialists prone to innovation and risk, generate new ideas, and implement them in the renewal of public authorities. In addition, it is necessary to introduce modern topics of digital management, the use of digital technologies, etc., into the training systems of public administration entities.

An essential part of facilitating the implementation of digital innovations in public administration is ensuring cybersecurity [11], which is understood as a set of organizational and technical measures aimed at protecting data, information, and computer networks from unauthorized access by third parties for leakage, modification, or destruction using various technologies (malware, social engineering, hacker attacks, phishing, etc.). This area is critical today, especially in Ukraine, where a large amount of information is received and stored in digital format. Therefore, authorities must provide a regulatory framework for

Table 1

**Directions for eliminating the problems of introducing innovations in the sphere of public administration (compiled by the author)**

<b>Problem</b>	<b>Leveling direction</b>
A psychological barrier that implies a specific resistance to changes, while the initiator and carrier of them is the person himself	Phased and gradual implementation of innovations, determining the level of readiness before the start, full awareness of all stages, involvement of opinion leaders
Outdated mentality of public administration entities, mismatch of qualifications with the conditions of modern public management	Updating the public administration apparatus, retraining, adopting experience in interacting with the private sector, the sector of public organizations, etc.
A significant level of bureaucracy	Introduction of digital technologies in the field of public service provision, new regulatory and legal support for public administration
Insufficient financial resources	Introduction of commercial activities for public authorities to obtain additional funds, attract funds from the business sector, international institutions
Information isolation of public authorities	Opening access to various international and regional information networks, training in their use
The probability of loss/change/leakage from those databases that are formed under the influence of digitalization	Creation and development of a cybersecurity system, use of blockchain technology

storing and processing data and possible technological solutions to prevent unauthorized access.

The use of blockchain technology is quite essential in the field of ensuring information security. In 2018, the member states of the European Union signed the Declaration on establishing the European Blockchain Partnership [12]. This technology should be introduced into public administration because it will ensure increased trust in government bodies from citizens and business structures, help reduce corruption and bureaucracy, and improve public service quality through data protection.

Summarizing all of the above, we propose a comprehensive approach to identifying the problems of introducing innovations into the activities of public administration bodies and areas for their leveling (Table 1).

The proposed approach to solving the problems of introducing innovations into the public administra-

tion system allows for predicting future risks, preparing the ground for their elimination, and contributing to improving the quality of management decisions.

**Conclusions.** The innovative development direction is a vector of Ukraine, the European Union, and all developed countries. The innovative development of the public administration system is the basis for further reforms and positive developments. At the same time, creative activity is characterized by a significant level of uncertainty and risk. We have analyzed the different views of the authors on the identification of the main problems that the public administration sphere may encounter on the path of its innovative development, considered options for solving these problems, structured and systematized the obtained data, and proposed our approach to options for leveling future problems. Further research is required on the issue of developing a mechanism for introducing this approach into the public administration system.

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### **Мироненко А.І. ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ ВПРОВАДЖЕННЯ ІННОВАЦІЙ В СИСТЕМУ ПУБЛІЧНОГО УПРАВЛІННЯ РЕГІОНОМ**

*Україна не дивлячись на військовий стан продовжує реалізовувати реформи, які по'язані зі змінами в економіці, секторальних секторах і безперечно в сфері державного управління. Все це потребує формуванню інноваційних підходів, форм та методів і впровадження їх в діяльність органів влади. Однак інноваційний процес характеризується значним рівнем невизначеності та ризикованості. Тому метою статті є аналіз існуючих поглядів на проблеми та перешкоди на шляху інноваційного розвитку сфери публічного управління та розроблення на цій основ підходу до їх нівелювання.*

*На основі аналізу та систематизації існуючих напрацювань нами виокремлено наступні проблемні моменти та варіанти їх нівелювання. Психологічний бар'єр, який передбачає певний супротив змінам, при цьому їх ініціатором та носієм є сама людина пропонується усувати за рахунок етапності та поступовості впровадження інновацій, визначення рівня готовності ще перед початком, повної поінформованості про всі етапи, залучення лідерів думок. Застарілий менталітет суб'єктів публічного управління, невідповідність кваліфікації умовам сучасного публічного менеджменту – за рахунок оновлення апарату публічного управління, перенавчання, переймання досвіду під час взаємодії з приватним сектором, сектором громадських організацій тощо. Значний рівень бюрократії – запровадженням цифрових технологій в сферу надання публічних послуг, новим нормативно-правовим підкріпленням публічного управління. Недостатню кількість фінансових ресурсів – шляхом запровадження комерційної діяльності для органів публічної влади для отримання додаткових коштів, залучення коштів від бізнес сфери, міжнародних інституцій. Інформаційну ізолюваність органів публічної влади – через відкриття доступу до різних міжнародних та регіональних інформаційних мереж, навчання користування ними. Ймовірність втрати/зміни/витоку з тих баз даних, що формуються під впливом цифровізації – через створення та розвиток системи кібербезпеки, використання технології блокчейну.*

*Запропонований підхід до вирішення проблем впровадження інновацій в систему публічного управління дозволяє прогнозувати майбутні ризики, готувати підґрунтя для їх нівелювання та сприяє підвищенню якості управлінських рішень.*

**Ключові слова:** публічне управління, інноваційний розвиток, напрями нівелювання, опір інноваціям, психологічний бар'єр.