

УДК 327:339.92(477:4)

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**PUBLIC MANAGEMENT IN THE CONDITIONS
OF EUROPEAN INTEGRATION AND GLOBALIZATION:
CHALLENGES AND PROSPECTS**

<http://doi.org/10.23939/law2024.42.096>

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The article reveals the peculiarities of the development of public management in Ukraine in the conditions of European integration and globalization. It has been established that public management is a complex and multifaceted entity as an object of scientific knowledge, the basis of which is a concept based on the close relationship between politics and law, management and power, the political system and society in general, as well as the interaction of society with various elements of social systems. It is noted that there is no stable, comprehensive and universally recognized formulation of public management in the literature. The definition of public management is approached rather from the standpoint of the actual content of the activity or the forms it can take. It was revealed that the main characteristics of the public management system in each state depend on the state structure, political regime and political culture, functioning of political institutions, electoral system, relations between politicians and civil servants, between authorities and institutions of civil society. It was established that the processes of globalization and integration are especially relevant for the development of the modern period of public management. It is emphasized that an important problem for the domestic management system is the search for effective concepts of public management and their implementation in the modern state-building practice. This issue becomes particularly relevant in view of the fact that, having ratified the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their member states, on the other hand, Ukraine has defined the state policy as such, aimed at bringing the standard of living of Ukrainian citizens closer to European standards, instilling European values in all spheres of functioning of the Ukrainian state and society. It was concluded that European integration and globalization make their own corrections in state management, and now the focus is on ensuring the effective work of public management in the face of European integration and globalization challenges. One of the main options for the effectiveness of public management in

those conditions is the full consolidation of efforts and mutual understanding at all its levels, which is now extremely important, the establishment of close cooperation with society.

Key words: public management; European integration; globalization.

Formulation of the problem. The operation of the public management system in modern conditions necessarily involves its transformation. This is explained by profound social changes in the modern world: the current processes of integration, internationalization and globalization, primarily of the world economy and trade, the emergence of supranational institutions and the development of civil society, etc. In view of the above, the study of the peculiarities of the development of public management in Ukraine in the conditions of European integration and globalization acquires special importance.

Analysis of the study of the problem. Certain aspects of public management were considered in their works by such Ukrainian scientists as: A. H. Bashtannyk, T. O. Karabin, V. I. Kozak, Y. V. Lazur, V. V. Leshchenko, K. V. Shepherd and others.

The purpose of the article is to reveal the peculiarities of the development of public management in Ukraine in the conditions of European integration and globalization.

Presenting main material. First of all, it should be noted that public management as an object of scientific knowledge is a complex and multifaceted entity, the basis of which is a concept based on the close relationship between politics and law, management and power, the political system and society in general, as well as the interaction of society with various elements of the social system.

In scientific literature, defining public management as a complex and multifaceted phenomenon, most scientists point out that there is no stable, comprehensive and universally recognized formulation of public management. The definition of public management is approached more quickly from the standpoint of the real content of the activity or the forms it can take [1, p. 65].

In accordance with European traditions, modern public management as an open system ensures the organizational and regulatory influence of the state on socio-political processes with the aim of ensuring the stable and predictable development of all subjects of power relations and compliance with democratic norms of relations between power institutions in society [2].

It is known that the main characteristics of the public management system in each state depend on the state system, political regime and political culture, the functioning of political institutions, the electoral system, relations between politicians and civil servants, between authorities and institutions of civil society. Likewise, the sphere of its formation is influenced by both internal (imbalance of the socio-political system of the state) and external (geopolitical challenges, world trends of social transformations, etc.) factors [3]. Without a doubt, how successful countries are in general depends on the system of public management.

At the same time, it is common knowledge that the processes of globalization and integration are especially relevant for the development of the modern period of public management.

In general, globalization can be imagined as a set of processes of formation of more or less unified worldwide value systems in all spheres of human activity [4]. In turn, European integration is defined as a process of modernization of the economy, overcoming technological backwardness, attracting foreign investments and the latest technologies, creating new jobs, increasing the competitiveness of the producer, entering world markets, primarily the EU market. As for the legal aspect of the integration processes, they consist in the implementation of the norms of the law of the European Communities into the national legal systems of all participating states. As a result, they become an integral component of these systems [5].

It is obvious that today's global globalization processes lead to the spread of the goals and values of social life recognized by world civilization. Their formation requires the construction of a public sphere based on democratic principles, the introduction of adequate principles of public law, and, as a result, a system of public management. The structural factors of national identity are economic, political and

cultural-historical factors, which in the public consciousness of citizens form meaningful life and state-building tasks, – the need to preserve the sovereignty of the country, the need to ensure human rights and freedoms and the democratic way of life of the people, the interest of the authorities and citizens in the development of a democratic, legal, social state, etc. [4].

For the domestic management system in today's conditions, an important problem is the search for effective models of public management and their implementation in the modern state-building practice. This issue becomes particularly relevant in view of the fact that Ukraine ratified the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their member states, on the other hand, recognizing the state policy as aimed at bringing the standard of living of Ukrainians closer to European standards, introducing European values into all spheres of functioning of the Ukrainian state and society [6].

The European integration course is an integral part of the socio-political and economic development of Ukraine. The role and place of our state in the new architecture of Europe will be determined by Ukraine's ability to make maximum use of new opportunities and find adequate answers to the challenges of EU expansion. Therefore, assessing the prospects and consequences of this process, their effective use, strengthening the political and economic dialogue with the European Union in order to ensure the national interests of Ukraine are our main tasks for the nearest future. Consolidation of all progressive forces of society, deepening the interaction of the branches of government in the direction of creating a stable and predictable model of the political system of the state and a competitive economy is the key to achieving this strategic goal of our social development [7].

Today, despite the active military confrontation with the enemy, Ukraine is moving towards EU membership. Thus, at the end of June 2022, the leaders of the EU countries decided to recognize the European perspective of our country. On June 17, 2022, the European Commission recommended that the European Council grant Ukraine the status of a candidate for accession to the European Union. On June 23, 2022, the European Council granted Ukraine the status of a candidate for joining the European Union [8].

It is clear that the procedure for joining the EU is quite a long and exhausting process, both for the candidate country and for the EU in general. It is important to realize that the European integration of Ukraine is an integral part of its successful post-war recovery. Fortunately, now, fulfilling certain obligations, there is an increasing understanding in all branches of government that recovery can take place only in the context of European integration. That is, Ukraine can become a member of the European Union only if it recovers, and Ukraine can recover only if it becomes a member of the European Union. These are completely inseparable processes. This is actually understood in the European Union as well [9].

At the same time, the main challenges in the field of European integration include: a full-scale war in Ukraine, because its conduct and consequences lead to significant losses of time, financial, and human resources, make it impossible and slow down the pace of reforms; decrease in trade volumes with the European Union due to the war and disruption of logistics and production chains with the European Union; further opposition of the Russian Federation to Ukraine's European integration aspirations; the risk of a gradual decrease in the interest of the European Union in supporting the European integration of Ukraine; the need to continue and achieve progress in reforms in such areas as public management, the rule of law (judiciary, law enforcement agencies), the fight against corruption, etc.; the need to retain specialists in the field of European integration working in the public sector, a gradual increase in the number of these specialists and an increase in the efficiency of their work in the process of increasing the number of tasks related to Ukraine's acquisition of membership in the European Union; insufficient involvement of local self-government bodies in the planning of national reforms, state programs, including those aimed at European integration; low awareness of the cohesion policy of the European Union [10].

Among the negative aspects of globalization and its threats to Ukraine, the following are highlighted: an increase in the gap in the levels of economic and social development between Ukraine and developed countries; the growth of unemployment, poverty, homelessness, as well as technogenic overload and environmental degradation; economic and political weakening of Ukraine, suppression of the internal national market, the national economy, which may lead to the practical elimination of Ukraine from the

competitive environment; the growth of the level of the shadow economy, its growth to the level of the global economy; general criminalization of economic activity, spread of corruption; the conflict between the requirements of globalization and the social, cultural and economic traditions of our country [4, p. 28].

Conclusions. So, summing up, we note that European integration and globalization obviously make their own corrections in state management, and now ensuring the effective work of public management in the conditions of European integration and globalization challenges has come to the fore. One of the main options for the effectiveness of public management in those conditions is the full consolidation of efforts and mutual understanding at all its levels, which is now extremely important, the establishment of close cooperation with society.

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Дата надходження статті: 15.03.2024 р.

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**ПУБЛІЧНЕ УПРАВЛІННЯ В УМОВАХ ЄВРОІНТЕГРАЦІЇ ТА ГЛОБАЛІЗАЦІЇ:
ВИКЛИКИ ТА ПЕРСПЕКТИВИ**

У статті розкрито особливості розвитку публічного управління в Україні в умовах євроінтеграції та глобалізації. Встановлено, що як об’єкт наукового пізнання публічне управління є складним та багатоплановим утворенням, основою якого є концепція, що ґрунтується на тісному взаємозв’язку політики і права, управління й влади, політичної системи та суспільства загалом, а також взаємодії суспільства з різними елементами соціальної системи. Зазначено, що у літературі немає сталого, вичерпного та загально визнаного формулювання публічного управління. До визначення публічного управління підходять швидше із позиції реального змісту діяльності або форм, яких воно може набувати. Виявлено, що основні характеристики системи публічного управління в кожній державі залежать від державного устрою, політичного режиму і політичної культури, функціонування політичних інститутів, виборчої системи, відносин між політиками і державними службовцями, між органами влади та інституціями громадянського суспільства. Констатовано, що особливо актуальними для розвитку сучасного періоду публічного управління є процеси глобалізації та інтеграції. Акцентовано, що для української системи управління важливою проблемою є пошук ефективних моделей публічного управління та їх впровадження у сучасну практику державотворення. *Це питання набуває особливої актуальності й з огляду на те, що, ратифікувавши Угоду про асоціацію між Україною, з одного боку, та Європейським Союзом, Європейським співтовариством з атомної енергії і їхніми державами-членами, з другого боку, Україна визначила державну політику як таку, що спрямована на наближення рівня життя громадян України до європейських стандартів, укорінення європейських цінностей в усіх сферах функціонування Української держави та суспільства. Зроблено висновок про те, євроінтеграція та глобалізація вносить власні корективи в управління державою. Одним із основних варіантів ефективності публічного управління в умовах сьогодення є повна консолідація зусиль та взаєморозуміння на усіх його рівнях, налагодження тісної співпраці зі суспільством.*

Ключові слова: публічне управління; євроінтеграція; глобалізація.