

FORMATION OF EFFECTIVE MECHANISMS FOR PREVENTING AND RESOLVING CONFLICTS IN THE PUBLIC ADMINISTRATION SYSTEM IN UKRAINE

Pereverzev O. O.¹

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Annotation. The article is devoted to the substantiation of theoretical and methodological provisions on the formation of effective mechanisms for preventing and resolving conflicts in the public administration system in Ukraine. The conceptual principles of the functioning of mechanisms for preventing and resolving conflicts in the public administration system are determined. It is substantiated that the conceptual principles of the functioning of mechanisms for preventing and resolving conflicts in the public administration system are integrative in nature and include legal, organizational, communicative, cultural-ethical and innovative-digital components, which in interaction form a holistic multi-level system of regulation, capable of providing both prevention and early intervention, and post-conflict stabilization. It is proved that their synergistic combination allows overcoming the fragmentation of existing scientific approaches and creates a conceptual basis for the development of practical management strategies aimed at increasing the efficiency of public administration, strengthening citizens' trust in government and ensuring the stability of the political and administrative system in the conditions of modern social transformations. Foreign experience in preventing and resolving conflicts in the public sector has been systematized, which has allowed us to identify several basic models formed in different legal, institutional and cultural conditions. An analysis of the national experience in resolving conflicts in the field of public administration has been carried out. It has been established that the national experience in resolving conflicts in public administration of Ukraine is characterized by a combination of institutional achievements and structural vulnerabilities. It has been established that the system mainly remains reactive, focusing on eliminating the consequences of conflicts, rather than on their prevention. It has been clarified that modern challenges - war, social polarization, disinformation and the needs of recovery - require a transition from fragmented practices to a comprehensive, systemically integrated model of conflict resolution based on the principles of the rule of law, institutional capacity, digital openness and the development of a culture of dialogue.

Keywords: public administration, conflict resolution, mediation, public administration mechanisms, democratic governance, sustainable development.

¹ lecturer,

Professional College of «University of Future Transformation», Ukraine

ORCID ID: <https://orcid.org/0009-0003-9782-2210>

Introduction

Конфлікти в публічному управлінні набувають особливої значущості через їхній безпосередній вплив на легітимність влади, довіру громадян до інституцій, стабільність політичної системи та ефективність реалізації державної політики. Вони виникають унаслідок суперечностей інтересів між різними гілками влади, органами державного управління та місцевого самоврядування, владою й громадянами, а також всередині самих організаційних структур. У глобальному контексті модернізація механізмів врегулювання конфліктів стає складовою європейських практик належного врядування, орієнтованих на прозорість, підзвітність, ефективність і партисипативність. Україна, яка здійснює системні реформи у сфері державного управління та правосуддя, стикається з потребою адаптації цих підходів до власних умов, враховуючи складність політичного середовища, соціально-культурні особливості та виклики безпеки. Особливого значення тема набуває у контексті воєнного стану, коли зростає ризик ескалації як зовнішніх, так і внутрішніх конфліктів, що потребують ефективного управлінського реагування. Наявні механізми запобігання та врегулювання конфліктів характеризуються фрагментарністю, обмеженою ефективністю та недостатнім рівнем інтеграції інноваційних інструментів. Це призводить до того, що управлінські конфлікти часто не врегульовуються у превентивний спосіб, а переростають у системні кризи довіри, блокування інституційних процесів або соціальні протести. Тому дослідження нових підходів до формування концептуальних моделей, удосконалення інституційно-правових засад і впровадження інноваційних управлінських технологій є нагальною науково-прикладною потребою.

Значний внесок у розробку теоретичних основ управління конфліктами здійснили такі українські вчені: В. Бакуменко, Л. Буркова, О. Григорчук, В. Гришко, Н. Довгань, І. Лопушинський, О. Мороз, Л. Сушинський, В. Тимофієв. Серед зарубіжних науковців необхідно виділити: G. Bryner, S. Vinceti, H. Ruschemeier, A. Kaun, A. Larsson, A. Masso.

The purpose of the article є обґрунтування теоретичних та методичних положень щодо формування дієвих механізмів запобігання та врегулювання конфліктів у системі публічного управління в Україні.

Presentation of the main material

Based on the analysis of theoretical work [1; 2; 3; 4; 5; 6; 7; 8; 9], it was determined that the conceptual principles of the functioning of mechanisms for preventing and resolving conflicts in the public administration system are integrative in nature and are based on a number of key principles: systematicity and complexity, legal certainty and the rule of law, institutional capacity and accountability, prevention and early intervention, communicative and dialogical approach, cultural and ethical dimension, innovation and digitalization. Special emphasis is placed on integrativeness, which allows us to consider conflict resolution mechanisms as a multi-level system that combines regulatory, legal, organizational, communicative, informational and socio-psychological elements. This ensures a transition from a narrow understanding of conflict management to a comprehensive system for managing risks and tensions in the public administration sphere.

Foreign experience in preventing and resolving conflicts in the public sector is characterized by a significant diversity of approaches [10]. In the European Union countries, the emphasis is on legal standards and transparency, in the Scandinavian countries - on social dialogue and a culture of consensus, in the UK and the USA - on the development of alternative dispute resolution institutions, in Canada - on inclusiveness and digitalization, in the countries of Central and Eastern Europe - on legal certainty and institutional restructuring, in Estonia - on innovative digital platforms, and in Japan - on the cultural and ethical tradition of harmonizing relations. At the same time, international organizations play the role of global

moderators, ensuring the development of unified standards and supporting states in their implementation. It has been established that modern scientific understanding of conflicts in public administration requires an interdisciplinary approach and integration of foreign practices into the domestic management model. Theoretical and conceptual principles, formed on the basis of the analysis of domestic and international approaches, constitute the foundation for the further development of applied models of conflict prevention and resolution in the Ukrainian public administration system.

A systematic analysis of the national experience of conflict resolution in the field of public administration shows that Ukraine has an extensive regulatory and institutional framework that lays the formal foundations for effective management of contradictions in society. The Constitution of Ukraine, special laws ("On Citizens' Appeals", "On Access to Public Information", "On Media", etc.), as well as the Code of Administrative Procedure define the basic mechanisms for protecting citizens' rights and create conditions for the institutionalization of conflict management. At the same time, real practice demonstrates a number of problems: fragmentation of the legislative field, conflicting legal norms, the declarative nature of individual provisions, overloaded courts and insufficient development of alternative dispute resolution procedures.

The institutional architecture of conflict resolution is represented by a wide range of bodies: courts, ombudsman, anti-corruption institutions, public councils, local governments. Their functioning indicates the polycentricity of the national conflict resolution system, but their level of effectiveness is uneven. The judicial system remains overloaded and at the same time has a low level of trust, anti-corruption bodies often face political pressure, and public councils are limited to advisory status. This necessitates the strengthening of institutional capacity, accountability, and independence of each of the elements. In general, the national experience of conflict resolution in public administration can be characterized as having significant development potential, but at the current stage remains predominantly reactive. The system is focused on responding to existing conflicts, while preventive mechanisms and early intervention have not yet received due distribution. This requires a paradigm shift – from "firefighting" to systemic prevention, from formal communication to genuine dialogue, from disparate initiatives to a holistic conflict management strategy that will meet European standards and at the same time take into account national specifics.

A systematic analysis of mechanisms for preventing and resolving conflicts in public administration has made it possible to identify their key features, strengths and weaknesses, as well as directions for further transformation in the face of modern challenges. First, national experience proves that despite the presence of a sufficient regulatory framework, a significant part of the legal instruments of conflict management remains declarative and not always able to ensure real consideration of public interests. The activities of the judiciary, anti-corruption bodies, the Ombudsman, local governments and public councils form an extensive institutional architecture of conflict resolution, but this system is characterized by overload, insufficient coordination and often political dependence.

Secondly, the study of institutional mechanisms has shown that they have the potential to provide both legal resolution of conflicts and their prevention through institutions of public control and transparency. At the same time, the effectiveness of these mechanisms is significantly reduced due to the formality of procedures, low institutional capacity of individual bodies, as well as an insufficient level of public trust in state institutions. The development of partnership between authorities and civil society, strengthening the independence of the judicial and anti-corruption systems, as well as improving accountability mechanisms are basic conditions for their further improvement.

Thirdly, communication tools that ensure timely identification of conflicts, their constructive discussion and transition to joint decisions are of particular importance in the

structure of conflict resolution mechanisms. Regulatory, information and communication, dialogue, mediation and crisis mechanisms form a multi-level system of conflict prevention. However, in Ukrainian conditions, their effectiveness is limited by the formalization of procedures, digital inequality, low culture of dialogue and weak development of mediation practices. Prospects for improving communication mechanisms lie in the development of legal guarantees for citizen participation, digital inclusion, the spread of the institution of mediation, the formation of communication competencies of civil servants and the creation of a single state strategy for strategic and crisis communications.

The analysis of mechanisms for preventing and resolving conflicts in public administration confirmed their complexity and multilevel nature, revealed systemic contradictions between the formal presence of legal and organizational instruments and their actual effectiveness. The generalization of the results shows that the effective functioning of these mechanisms is possible only under the conditions of their comprehensive application, increasing institutional capacity, strengthening legal certainty and implementing innovative communication practices. Only the integration of legal, institutional and communication approaches can transform the public administration system into an effective tool for preventing conflicts and guaranteeing social stability.

Improving mechanisms for preventing and resolving conflicts in the public administration system of Ukraine requires a comprehensive, multilevel and integrated approach that combines conceptual modeling, institutional and legal reform and the implementation of innovative management technologies. The conceptual model of the conflict prevention system is substantiated, which determines the structure of interconnected subsystems (normative and legal, institutional, organizational and procedural, communicative, information and digital and socio-psychological), which in their unity form a holistic mechanism for preventing and resolving conflicts. It is shown that the effectiveness of the model is ensured by the methodological principles of systematicity, legal certainty, institutional capacity, prevention, innovation and a cultural and ethical approach (Fig. 2). An in-depth analysis of the institutional principles of the formation and implementation of conflict resolution mechanisms in the public administration system has been carried out [3; 4; 7]. It has been proven that the key prerequisites for resolving such conflicts are: modernization of the legislative framework taking into account European standards, strengthening the role of public control institutions, reforming the anti-corruption infrastructure, developing the administrative justice system, and creating effective coordination mechanisms between different branches of government. The identified challenges – the fragmentation of the regulatory framework, the low level of accountability of individual bodies, the political vulnerability of institutions – determine the directions of promising reforms.

Practical recommendations for the implementation of new management technologies are substantiated, which include the digitalization of management processes, the use of artificial intelligence and data analytics, the institutionalization of mediation technologies, the development of participatory practices, personnel innovations, the implementation of blockchain solutions and the formation of a culture of conflict management. It is proven that it is the integration of these innovative approaches into the practice of public administration that creates the conditions for the transition from reactive response to conflicts to proactive management of them, increases the legitimacy of government decisions and contributes to the democratization of governance.

It is confirmed that improving the mechanisms for preventing and resolving conflicts in the public administration system of Ukraine is possible only if conceptual and theoretical developments, institutional and legal reforms and practical innovative technologies are integrated. The proposed approaches and recommendations form a holistic roadmap for

strengthening the sustainability of public authorities, increasing the level of public trust and creating the prerequisites for the stable democratic development of the state.

It is proven that each of the considered areas provides a separate contribution to the process of preventing and resolving conflicts: digital tools guarantee transparency and accessibility of services; artificial intelligence contributes to the early identification of problem areas; mediation technologies form a culture of compromise; participatory practices increase the legitimacy of management decisions; blockchain minimizes the risks of corruption abuses; personnel innovations strengthen the professional potential of the civil service; and the development of a culture of conflict management creates the basis for the transition from reactive to proactive conflict management. The generalization of the results obtained confirms that innovative technologies are not a self-sufficient tool, but must function in conjunction with legal, institutional and organizational mechanisms of public administration, which will ensure a comprehensive and sustainable effect in the field of conflict resolution.

Conclusions

The institutional and legal provisions on improving the system of conflict resolution in public administration are substantiated, taking into account modern challenges, international standards and the needs of post-war reconstruction of Ukraine. It is determined that the institutional and legal principles of conflict resolution in public administration in Ukraine are in a state of incomplete transformation: the regulatory framework is characterized by fragmentation and conflict, institutions - by limited capacity and low level of trust, and organizational practices - by formalized nature. At the same time, it is determined that the prospects for improvement are associated with the harmonization of legal norms, strengthening the independence of the judiciary, institutionalization of alternative procedures, expanding citizen participation in decision-making and digitalization of conflict resolution processes. It is proven that the integration of international standards and innovative mechanisms into national practice is a key condition for increasing the efficiency of the system and forming a new culture of public dialogue in Ukraine.

A set of practical recommendations has been developed for the implementation of modern management technologies in public administration in order to increase the effectiveness of conflict prevention and resolution. The developed practical recommendations confirmed that the implementation of modern management technologies in public administration is a strategic condition for the effective prevention and resolution of conflicts. The systematic use of digital services, artificial intelligence, mediation platforms, participatory mechanisms, personnel innovations and blockchain solutions forms a new architecture of public administration, focused on transparency, accountability and partnership with citizens. Of particular importance is the formation of a culture of conflict management, which creates conditions for the sustainable development of the governance system and increasing the legitimacy of state power.

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