

POLITICAL SCIENCES

THE INTERCONNECTION BETWEEN GOALS AND MEANS IN PUBLIC MANAGEMENT: A PATHWAY TO EFFICIENCY

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Summary: The article discusses the interconnection between goals and means in public administration, emphasizing the importance of clearly defined objectives for enhancing management efficiency. It highlights how rapid technological advancements are reshaping management practices and decision-making processes in public authority systems. The selection of goals is framed as a complex task, particularly in non-linear systems like the state, where feedback mechanisms exist. The article advocates for a hierarchical structure of goals that align with resources, methods, and the needs of society, stressing the importance of flexibility, measurability, and time orientation. Effective goal-setting is rooted in foundational legal documents, requiring extensive analytical work to identify constraints and societal needs. Furthermore, it underscores the need for prioritization in goal-setting, with a focus on human rights and public welfare. Finally, the article outlines the main tasks of public management, aimed at creating a high-tech, democratic state with social stability.

Key words: Public administration, goal-setting, management efficiency, technology, decision-making, hierarchical structure, human rights, societal needs, public authority, analytical work.

The rapid development of technologies in recent years is changing

management philosophy and creating new opportunities for enhancing the efficiency of management processes. Under their influence, significant changes are occurring in management technologies within the system of public authority; decision-making processes are being digitized, and effective organization of their execution is ensured. To successfully accomplish these tasks, it is essential to have a clear understanding of the goals and the mechanisms for their realization.

Goals are the result of the activities of the political system, reflecting subjective perceptions of objective reality. The selection of goals is one of the most important and challenging tasks of management, especially in the context of complex, non-linear systems like a state, which has feedback and is an open dynamic system.

The transition to genuine democracy involves constructing a structure of goals for public management in which the goals are interconnected and form a logical integrity. This includes tactical, operational, strategic, local, and general goals that have different time horizons. It is also crucial to align them with the means, resources, methods, and technologies of implementation. A necessary condition for substantiating rational goals is establishing causal relationships.

As mentioned above, goals must be flexible, specific, measurable, and clearly time-oriented. They should be achievable, compatible, and acceptable.

The goals of the state and public management are determined based on foundational documents such as the Constitution, laws, and decrees. Goal-setting is one of the main types of state decisions, starting with the choice of the state's mission, followed by structuring the goals predominantly in the form of a classical hierarchical tree structure of goals. Common reasons for ineffective goal-setting include underestimating or overestimating the state's actual prospects. The former leads to inhibiting its development, while the latter results in failing to achieve planned outcomes and losing public trust in authorities.

Defining clear policy goals and identifying existing constraints is a complex intellectual-organizational process that occurs within the «values – goals – tasks» system and finds its reflection in special documents such as constitutions or laws. Goal-setting at the state level requires significant analytical,

administrative_organizational, and informational work.

A key aspect of the effectiveness of goal-setting in public administration is the understanding by political leadership of the needs and goals of societal life, interests, and ideals. Objectively, the goals of public management should be formed «from below», taking into account the needs and interests of citizens to ensure their material and spiritual well-being. The foundation for shaping the goals of public management should be the internal state and problems concerning society [1]. Important conditions include studying objective problems, identifying opportunities for managerial influence, and assessing the potential of public management.

The main content of management activities is the logical construction of problem-solving in goal-setting - from abstract forecasting to concrete programming and methodology, followed by planning, selecting measures, and actions.

In this context, it is essential to adhere to the priorities or hierarchy of goals in public management. The main conditions for building the prioritization of goals are ensuring conditions for the harmonious development of the individual, respecting human rights and freedoms, providing comfortable working and leisure conditions, health protection, and education.

Methods such as the goals tree are widely used in management, where this term refers to a hierarchical system of related goals. This method involves establishing primary and intermediate goals, along with measures to achieve them, and defining evaluation criteria at each stage. Achievement indicators must be measurable, possess numerical values, and include qualitative indicators [2].

Thus, the goals of public management must meet the following criteria: they should be justified, socially motivated, objectively conditioned, systematically organized, and resource-provided for high efficiency. All goals must comply with legal requirements, be implemented on a legislative basis, and be supported by mechanisms of public management.

Key components for achieving goals include adherence to the principles of democracy and human rights and freedoms, as effective self-organization of society based on equal rights and opportunities cannot occur without this.

The tasks performed by public management bodies are diverse. Each management action implies the presence of a goal and the use of means to achieve it. The essence of management activities is conditioned by a system of socio-economic, political, and other factors that exist in the state at a certain period.

The modern world is undergoing constant changes that significantly impact all areas of public life and the organization of the management system. New economic and political situations continuously emerge, characterized by heterogeneity and leading to an increase in both horizontal and vertical connections in public management.

The goal of public management is to create a high-tech, legal, and civilized European state with social stability, high culture, and developed democracy.

The primary tasks of public management are:

- optimization of management processes at the central and local levels;
- organization of public service on priority principles;
- ensuring a proper staffing structure and creating a modern system for training managerial personnel;
- ensuring funding for the public management sector;
- implementing a new legal framework in public management;
- scientific substantiation of the public management system;
- introducing modern technologies in all areas of public life.

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