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## FEATURES OF STATE ADMINISTRATION IN THE CONDITIONS OF GLOBALIZATION

*The article reveals the concept and content of globalization. It is emphasized that in modern conditions, the concept of «globalization» has entered scientific circulation along with the key categories of modern science and has become the subject of wide discussions.*

*The article is devoted to the peculiarities of state administration under the conditions of globalization. It is indicated that the sphere of public administration is affected by several processes at once – adaptation, transformation and modernization. Adaptation is a forced process of adjustment, adaptation and arrangement of the state administration system of the national state to the qualitatively new processes of globalization. Transformation is a mechanism for reflecting the radical changes that the world and each national system of public administration are undergoing in the context of globalization. Modernization is one of the options for social development, which simultaneously improves and accumulates quantitative and qualitative changes in the state administration system in the context of globalization. These processes are the main basic factors of the transformation of the modern world, according to them the national state and its system of public administration are changing. It is emphasized that the factor of public administration is an indicator of the extent to which the modern national state is able to resist or adapt to the processes of globalization.*

*The main problems of globalization in modern conditions and their impact on the sphere of public administration are revealed. It is emphasized that globalization puts forward new requirements, which should become effective and efficient means of solving complex contradictions that arise in the course of the joint functioning of national states in the world space.*

*The influence of governmental and non-governmental organizations on management processes is shown. It is indicated that the main mechanism of activity of international non-governmental organizations in the period of globalization is the mobilization of the opinion of the world community.*

*It has been proven that at the current stage, globalization leads to a kind of «updating» of the structure of the world, and as a result – corrects national systems of state administration. In addition, it changes the strategies of economic, political and cultural development, creating a complete interdependence of the world, which is the basis of its functioning. The growing rates of interdependence unify and standardize the conditions and factors of the development of individual states, acting as peculiar indicators of determining the level of sustainability of the development of national states.*

**Key words:** globalization, governance, TNC, national state, management decisions, global issues.

**Statement of the problem in a general form.** Today, globalization processes cover all spheres of human life and activity without exception. These processes are determined by historical prerequisites that were formed during the development of civilization. Various phenomena are observed in the modern world, which allow us to assert that the world is entering a fundamentally new phase of its development. In the conditions of globalization, changes are taking place in the structure of the world economic and political system, the role of international organizations of regional and global significance is growing. The division of the world into separate economic systems is a thing of the past, and the market economy is becoming a kind of mainstay of globalization. One of the

forms of manifestation of globalization are changes in management activities and the emergence of new management functions, in addition, previously existing management functions are also gradually changing. In particular, politics in the sphere of public administration feels a significant influence of globalization processes. This process, the active phase of which began in the 90s of the 20th century, manifests itself not only in the economy, but also in politics, culture and other social spheres. In addition, there is a contradiction in this process, which boils down to the fact that globalization processes in some areas, for example, economic development, are carried out at a fast pace, which leads to various conflicts. This, in our opinion, is at the root of the emergence of a new global crisis. Even the opponents of such a point of view cannot deny that in recent years, various rates of transformation exert an increasingly tangible influence on the system of public administration. Under such conditions, the effect of objective economic laws is not denied, since we are talking about changing the functioning of the national and world management system.

**Analysis and research of publications.** In modern conditions, the concept of «globalization» has entered the scientific circulation along with the key categories of modern science and has become the subject of wide discussions. The very concept of «globalization» began to be actively used since the end of the 20th century, but the very process of interaction between states at the global level has existed for more than one century. The very term «globalization» appeared in the 1980s of the XX century, at the Harvard Business School and is associated with the global activities of multinational corporations (TNCs). The economic basis of the term «globalization» is not accidental. The formation of the global community really begins with dynamic changes in the economic sphere. Activity in this area was so great that globalization is often equated with the formation of the global economy. At the same time, globalization includes many aspects, including international trade, telecommunications, international finance, activities of transnational corporations, technical and scientific cooperation, cultural exchange of new types and scales, migration and refugee flows, relations between poor and rich countries of the world, etc.

In this connection, there are many definitions of globalization. Some researchers believe that globalization is a concept and a phenomenon of the development process of human society. Globalization in the usual sense means the strengthening of global connections, the development of human life on a global scale, and the growth of global consciousness [18]. Globalization can also be explained as a compression of the world and a view of the world as a whole [18]. For example, M. Archer believes that globalization is «a process that leads to the combination of structures, cultures and institutions around the world» [11]. According to M. Waters, globalization should be perceived as «a social process in which the restrictions imposed by geography on the socio-cultural system are weakening and in which people are increasingly aware of this weakening» [18]. Researchers D. Geld and E. McGrew understand globalization as «the process of acceleration and improvement of various international flows of goods and information in the general context of social development» [4].

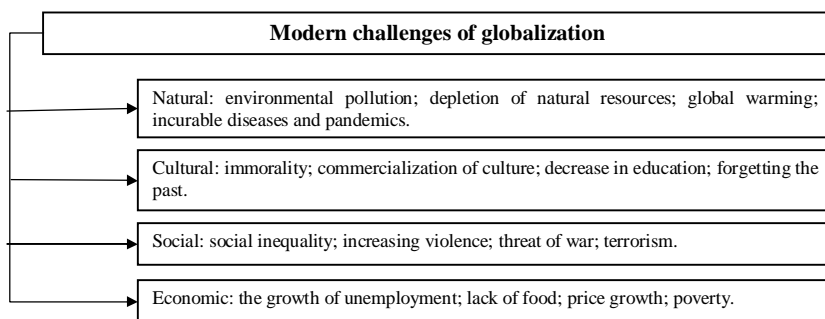
From the point of view of scientists, the main thing in the perception of globalization is the concept of global changes, which involves a significant transformation of the organization of the principles of social life and the world order. A similar interpretation of globalization as «a special type of social transformation, the content of which is the transition from one type of society to another» is shared by many other scientists. Within such an approach, globalization «appears not so much in the form of a specific historical phenomenon that has certain economic, social, communication and other parameters, but as a certain generalization of those changes that have taken place in recent decades in Western society» [6].

According to U. Beck, globalization «is marked by those processes in which national states and their sovereignty are woven into the webs of transnational actors and submit to their power capabilities, orientations and identities, and those processes that create transnational social connections and spaces, devalue local cultures and contribute to the emergence of new cultures» [7]. According to some researchers, globalization is, in fact, a fundamental change in «space-time relations», that is, the disappearance of «space-time distance» due to the emergence of new technologies, such as the Internet [19]. As for Ukrainian researchers, some of

them define globalization as a worldwide social process that unites flows of ideas, capital, goods, scientific and technical achievements, political norms and standards, legislation that determine the development of the world as a whole economic, international legal, political, socio-cultural super system [9].

According to Ukrainian scientists, globalization should be considered as «an objective process that creates such a level of unity of humanity, under which, on the one hand, the existence and successful development of each country, people is directly dependent on the state and transformation of the world in general, and on the other on the other hand, success in solving humanity's problems depends on the situation in each country, on the activity and coordination of actions of all countries and peoples of the world» [9]. In addition, some of them believe that globalization is «a natural result of previous development and one of the main trends of modern world development, which affects the emergence of a new system of international economic and political relations» [1].

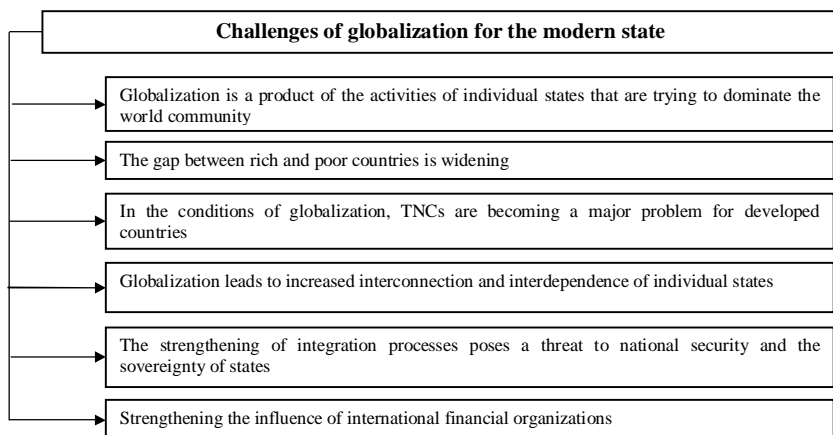
We can talk about a large number of the most diverse studies on this topic, but most of them concern the changes that globalization brings to the future existence of humanity (fig. 1).



**Fig. 1.** Modern challenges of globalization.

*Source: generated by the author*

No less important are the issues related to individual states – their role and place in globalization, their management system, implementation of state functions, features of domestic policy, etc. (fig. 2).



**Fig. 2.** The main challenges of globalization for the modern state.  
*Source: generated by the author*

In relation to the management system, globalization makes new demands. They should become an effective and effective means of solving complex contradictions that arise in the process of the joint functioning of national states in the world space. As a result, national states must coordinate relations between states and establish effective forms of interaction, which to some extent can contribute to ensuring the openness and transparency of the sphere of public administration. As for the place and role, among researchers there is a prevailing opinion that the processes of economic integration, globalization of the financial market lead to the «erasure» of state borders, the weakening of state sovereignty in the field of finance [3].

However, despite the relative independence of the state from the largest market subjects – transnational structures, the latter are unable to regulate the spontaneous processes of the world market, which are becoming more and more unpredictable, and are forced to enlist the support of the state. It is worth agreeing with some researchers that under such conditions, the role and place of the state in the processes of globalization only increases [1]. In addition, in the conditions of globalization,

modern society experiences growing overloads, which are caused by the weakening or rupture of traditional socio-economic relationships, social stratification, inter-ethnic and inter-confessional conflicts. As a result, the strengthening of the historical role of the state as a guarantor of social stability, designed primarily to provide the necessary assistance to the poorest categories of the population and to protect society from the wave of violence, crime and terror, which is gaining global proportions [3]. In addition, the nation-state still continues to shape the competitive environment by using taxes to provide public support for education and health care. The nation-state is still the guarantor of the state's infrastructure. However, the ability of public administration to confront the dangers and threats of the global world community, caused by the interconnectedness of states and growing vulnerability, is gaining special relevance. In addition, the state must successfully manage technological changes and form a new information infrastructure. Considering the above, the question arises of the quality of public administration (responsibility, professionalism, ability to forecast), as well as the degree of development of civil society institutions and local self-government. Some researchers believe that the indicated indicators are most dependent on the rates of economic development, the material condition of citizens, the condition of the state and the entire society as a whole [13].

As a result, the role of such components as the professionalism of the political elite, the effectiveness of the interaction between the institutions of the state and society, and the creation of conditions for the development of public organizations and local self-government are strengthened. In the field of politics, improving the quality of public administration involves increasing the professionalism and responsibility of the political elite; increasing the efficiency of the state apparatus; accelerating the development of institutions of civil society and local self-government. Some researchers believe that the task of improving the efficiency of the state apparatus due to its qualitative renewal is more important than compensating for low investments, paying off foreign debt, etc. [13].

The main components of the quality of public administration at the new stage of development of the national state in the conditions of globalization are three main indicators: professionalism, responsibility, and

the ability to think strategically. The issue of the quality of the political and economic leadership of the state, which acquires crucial importance in the conditions of globalization, becomes relevant. The quality of such guidance will be ensured subject to compliance with the following conditions:

- first, the existence of a worldview position, agreed principles and ideas regarding the state national strategy, the state's place in the world, the mechanism for ensuring national interests;
- secondly, the formation of a class of political elite, officials, and managers with the necessary professional training and experience on the basis of such a worldview;
- thirdly, the «ruling class» has a sense of responsibility for their own actions, which is characteristic of the activities of the national elite.

In other words, society today desperately needs professional, responsible and nationally oriented elite [10].

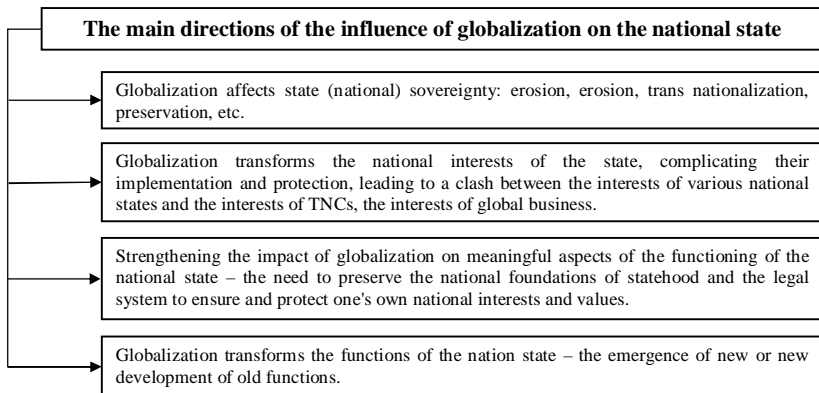
It is worth pointing out that in the coming years, the main condition for the competitiveness of one or another society will be not only effective public administration, but the preservation and deepening of public and personal identity. A special role will be played by the improvement and support of a stable system of public values, motivating society to achieve success in global competition. The society and the state, which do not realize their special integrity and participate in fierce competition in the conditions of globalization, are doomed to defeat, and even to complete disappearance.

Considering the above, we can say that globalization leads to a qualitatively new level of management and cooperation of different states. In addition, it is worth pointing out that globalization permeates all spheres of human activity. All of the above to one degree or another relates to the problems of public administration. Let us emphasize that the rejection of barriers leads to the use of the best of what humanity has been able to create and develop. However, the unification of the world leads to a decrease in the level of diversity in it. Under such conditions, one should not forget about the possibility of state dependence (political, economic, etc.) on events in other states and regions. National states have traditionally been considered the main subject of globalization, which in



the course of their development achieve a certain level of cooperation among themselves, which allows reaching a higher level of integration and interaction.

The creation of intergovernmental organizations, which have become another subject of this process, at the same time, indicates that the states «give» a part of their sovereignty to them. Therefore, we have a situation where international relations are closely connected with national ones, when globalization significantly affects national states (fig. 3). In addition, there are a number of problems that cannot be solved by an individual nation state. These are primarily global problems: problems of war and peace, environmental problems, the fight against organized crime, terrorism, drug trafficking, ensuring human rights at the international level and within individual states. This involves the inevitable transfer by national states of a certain part of their functions to new supranational bodies (for example, the European Union, the Customs Union, international financial organizations, the WTO). At the same time, states do not want to share their sovereignty. But they are forced to «play» by the rules of these new supranational bodies and build their state management system within the limits of their decisions and activities.



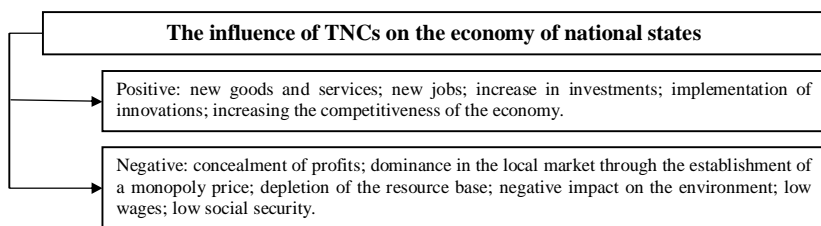
**Fig. 3.** The main directions of the influence of globalization on the national state.

*Source: generated by the author*

For example, solving global problems requires the presence of appropriate mechanisms for their solution and prevention, an example of which is close cooperation between states in the field of public administration. The basis of such cooperation is the need to coordinate positions between states in order to develop «possible development scenarios», «probable development scenarios», «scenario models of the future» [10], which will ensure the effective solution of global problems of social development on a global scale. Under the conditions of globalization, each state must form its own tools for solving global problems, relying on the mutual support of other states. This is due to the fact that the global problems of our time are of a deterministic nature – one problem does not have time to be solved, another one arises. Under such conditions, if the state is not ready to resolve the situation in time, a crisis of public administration and social development may begin or worsen. In this regard, the COVID-19 epidemic has become indicative, which highlighted two main topics: globalization and nation-states. On the one hand, the epidemic raged all over the world. Never in history has there been such a rapid epidemic as this time. On the other hand, there are national states that fought the epidemic. Nation-states are undoubtedly the most important players in the global fight against the epidemic, and so far no individual or other organization has been able to replace them. The fight against the COVID-19 epidemic not only demonstrates the power and problematic nature of globalization, but also demonstrates the resistance and resilience of nation-states, providing an opportunity to think about the relationship between globalization and nation-states [19].

In the conditions of globalization, national states are also forced to actively interact with transnational corporations (TNCs). Transnational corporations are companies that operate in several countries at once and do not have a centralized management system or a central office in one country that makes all global decisions. Instead, corporations have parent companies and foreign branches operating in many countries [13; 14]. The basis of such management is a decision-making mechanism that makes it possible to implement a coordinated policy and general strategy, allocating resources, technologies and responsibility to achieve the result – making a profit [8]. The power of TNCs is especially clearly

manifested in the influence on the national economic system, the growth of mutual economic dependence of countries, certain restrictions on the sovereignty of states, especially in the foreign policy sphere. TNCs operating on the territory of countries exert an increasing influence on their economy and politics, penetrating into the sphere of public administration. According to some researchers, «global market forces form a strong and independent influence of TNCs on societies and states. They operate internationally with minimal restrictions. They lead to the strengthening of local and transnational initiatives of individual groups of citizens on any issues of local importance – from the construction of a dam to opposition to government repression. The international order formed by the specified forces represents a transition from the world of sovereign territorial states to the emergence of a world village» [12]. In addition, TNCs influence the production process, sales and distribution of products, which inevitably leads to the development of contradictions between the economic interests of the country and the interests of TNCs. These contradictions are especially noticeable in moments of political aggravation, domestic and international crises. In such periods, state governments withdraw support from TNCs and direct their efforts to protect the interests of national companies. Based on this, we can talk about the cyclical negative impact of TNCs on the economy of industrialized countries, while their positive impact is permanent (fig. 4).



**Fig. 4.** The influence of TNCs on the economy of national states.  
*Source: generated by the author*

That is, the system of relations between the national state and TNCs represents a dialectical unity of disputes. On the one hand, TNC is an

important tool of external economic and political influence, and the state can use it in the interests of strengthening its own position on the world stage. On the other hand, the unity of interests does not include the presence of disputes, the main of which is the contradiction between the international global nature of TNC operations and the territorially limited jurisdiction of the national state [5].

As a result, macroeconomic and financial stability, openness of the economy, transparency, and proper state management are of crucial importance for states that are participants in global world markets. But, at the same time, this does not lead to the abolition of state rules and restrictions regulating economic activity. The role of state management of the economy in the context of globalization is becoming more important from the point of view of creating favorable conditions for the private sector and carrying out the controlling activities of governments in a more effective way. In addition, public administration and the economy must be interconnected, or ensure a high level of competitiveness of the nation. The existence of a gap between the efficiency of public administration and the state of the economy in the conditions of globalization will be evidence of the existence of difficulties in the state's competitiveness.

Globalization has a serious impact on political processes and the sphere of state decision-making. For example, in modern conditions, the EU is not only an economic union, but also a complex political entity. Today it is something more than an international organization. But at the same time, in its framework, along with the activities of supranational bodies, national management structures also function quite normally. It can be said that the governing bodies of most states participating in the process of globalization face contradictions in their policy related to the need to resolve the issue of how not to lose independence in the process of globalization and preserve their identity. In particular, the sphere of public administration is affected by several processes at once – adaptation, transformation and modernization [10]. Adaptation is a forced process of adjustment, adaptation and arrangement of the state administration system of the national state to the qualitatively new processes of globalization. Transformation is a mechanism for reflecting the radical

changes that the world and each national system of public administration are undergoing in the context of globalization. Modernization is one of the options for social development, which simultaneously improves and accumulates quantitative and qualitative changes in the state administration system in the context of globalization. These processes are the main basic factors of the transformation of the modern world, according to which the national state and its system of public administration are changing.

The fact that in modern conditions wider prospects have opened up for non-governmental organizations that have reached the international level is considered universally recognized. The main mechanism of activity of international non-governmental organizations in the period of globalization is the mobilization of the opinion of the world community. In order to achieve the set goals and objectives, international non-governmental organizations apply pressure on intergovernmental organizations and directly on the governments of certain countries. They achieve their main goal by solving issues at the intergovernmental level, where international legal norms are created, and outside traditional intergovernmental channels, in self-created arenas in cooperation with other non-governmental organizations [2]. However, this does not mean that nation-states have no future. Reality shows that in the conditions of globalization, they have broad prospects, not only for preserving their sovereignty, but also for active participation in solving world problems.

In the conditions of globalization and changes in the geopolitical situation in the world, most states have become weaker in their ability to act unilaterally through domestic legislation, but stronger – using various multilateral international forms and agreements. However, it is precisely this that imposes on state bodies an increasing responsibility to their peoples regarding which powers of a sovereign state to entrust to international organizations.

In these conditions, it is impossible to talk about the creation of a world government, neither from the point of view of political expediency, nor from the point of view of administrative efficiency. Despite the fact that all states recognize the collective interests of the international community and even allow certain voluntary limitations in their external

and internal functions, no state today is ready to give up its sovereignty in the conduct of its state policy.

It can be recognized that for states with stable political systems, globalization creates certain advantages when making decisions on the most important issues of international politics. Possible manifestations of imbalance in relations between countries with different levels of development pose a certain threat to the world system of relations, but are not yet critical. Based on this, it is quite possible to say that globalization brings new threats and challenges to public administration. But at the same time, it is the global system of international relations that opens up wide opportunities for the formation of a new system of state administration.

**Conclusion.** Thus, at the current stage, globalization leads to a kind of «updating» of the world structure, and as a result – corrects national systems of state administration. In addition, it changes the strategies of economic, political and cultural development, creating a complete interdependence of the world, which is the basis of its functioning. The growing rates of interdependence unify and standardize the conditions and factors of the development of individual states, acting as peculiar indicators of determining the level of sustainability of the development of national states. As a result, states face the challenges of globalization, which are today the main criteria for unifying states into relevant global or regional structures. Only a state that has an effective system of public administration, implements its own geopolitical development strategy, protects its own sovereignty as much as possible, orients itself in the global space is capable of resisting such challenges. And most importantly, it has the necessary effective mechanisms of influence and even their management at the national and global levels.

## ОСОБЛИВОСТІ ДЕРЖАВНОГО УПРАВЛІННЯ В УМОВАХ ГЛОБАЛІЗАЦІЇ

*В статті розкривається поняття та зміст глобалізації. Наголошено, що в сучасних умовах поняття «глобалізації» ввійшло до наукового обігу на ряду з ключовими категоріями сучасної науки та стало предметом широких дискусій.*

*Стаття присвячена особливостям державного управління за умов глобалізації. Вказано, що сфера державного управління відчуває вплив відразу декількох процесів – адаптації, трансформації та модернізації. Адаптація – є вимушеним процесом прилаштування, пристосування й облаштування системи державного управління національної держави до якісно нових процесів глобалізації. Трансформація є механізмом відображення радикальних змін, яких зазнає світ та кожна національна система державного управління в умовах глобалізації. Модернізація виступає одним із варіантів суспільного розвитку, який одночасно вдосконалює та накопичує кількісні та якісні зміни системи державного управління в умовах глобалізації. Вказані процеси є основними базовими факторами трансформації сучасного світу, відповідно до якої змінюється національна держава та її система державного управління. Наголошено, що саме фактор державного управління є показником тієї міри, в якій сучасна національна держава здатна протистояти або пристосуватися до процесів глобалізації.*

*Розкриваються основні проблеми глобалізації у сучасних умовах та їх вплив на сферу державного управління. Наголошено, що глобалізація висуває нові вимоги, які повинні стати дієвими й ефективним засобами вирішення складних суперечностей, що виникають в ході спільного функціонування національних держав в світовому просторі.*

*Показано вплив урядових та неурядових організацій на процеси управління. Вказано, що основним механізмом діяльності міжнародних неурядових організацій в період глобалізації є мобілізація думки світової спільноти.*

*Доведено, що на сучасному етапі глобалізація приводить своєрідне «оновлення» структури світу, й як наслідок – коригує*

національні системи державного управління. Крім того змінює стратегії економічного, політичного та культурного розвитку, породжуючи суцільну взаємозалежність світу, яка й складає основу його функціонування. Зростаючі темпи взаємозалежності уніфікують та стандартизують умови й фактори розвитку окремих держав, виступаючи своєрідними індикаторами визначення рівня сталості розвитку національних держав.

**Ключові слова:** глобалізація, державне управління, ТНК, національна держава, управлінські рішення, глобальні проблеми.

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