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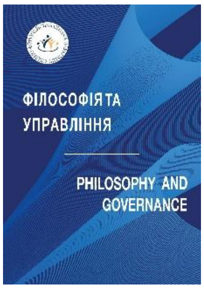

Management as the Basis of Good Governance

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ABSTRACT

The relevance of the study is determined by the increasing complexity of socio-economic processes, the transformation of the public administration system, and the rising demands for transparency, accountability, and efficiency of public authorities. In contemporary scientific discourse, good governance is viewed as a conceptual model of public authority organization based on the principles of legality, openness, the rationality of managerial decisions, and the government's responsibility to society. At the same time, in practice, there is a contradiction between the normatively proclaimed principles of good governance and the mechanisms for their implementation, highlighting the need for a scientific understanding of management as a fundamental factor in the formation of an effective and ethically responsible system of public authority. The purpose of the article is to provide a theoretical substantiation of the role of management as the foundation of good governance and to determine the significance of the integrity and reasonableness of managerial decisions in ensuring the responsible and effective activity of public governance institutions. The study employs general scientific and specialized methods, including analysis, deduction, generalization, and systematization of scientific sources, comparative and structural-logical analysis of management approaches, as well as conceptual generalization to define the interconnection between management, integrity, and the reasonableness of managerial decision-making. The study analyzes theoretical approaches to understanding management as a socio-philosophical category and defines its significance in the formation of good governance. The interconnection between managerial activity, integrity, and the reasonableness of managerial decisions is established as the basis for responsible managerial behavior. It is substantiated that the implementation of good governance is linked to the introduction of all stages of the management process and modern management concepts, including strategic management, evidence-based governance, network, and digital governance. Scientific and practical problems of the discrepancy between governance and management are identified, particularly regarding the assurance of integrity and reasonableness in decision-making, the gap between the normative model of good governance and actual public administration practices, the formalization of ethical standards, the limited reasonableness of managerial decisions, and insufficient institutional alignment of managerial mechanisms. It is proven that management serves as the fundamental basis of good governance, as it is through the system of managerial decisions, institutional mechanisms, and managerial practices that the principles of transparency, accountability, efficiency, and social responsibility of authority are realized. It is established that the integration of the principles of integrity and reasonableness into the process of managerial decision-making is a necessary condition for forming a responsible model of public management and strengthening institutional trust in government bodies. Prospects for further research are related to the development of methodological approaches to evaluating the activities of government officials regarding their compliance with the stages of the management process and the reasonableness of managerial decisions, as well as the study of institutional mechanisms for the preventive selection of high-integrity personnel and the analysis of the impact of digital governance tools on the efficiency of the public management system.

KEYWORDS

public administration, integrity principles, decision-making processes, institutional effectiveness, transparency, accountability, regulatory mechanisms, governance quality.

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АНОТАЦІЯ

Актуальність дослідження зумовлена зростанням складності соціально-економічних процесів, трансформацією системи публічного управління та підвищенням вимог до прозорості, підзвітності й ефективності діяльності органів влади. У сучасному науковому дискурсі належне урядування розглядається як концептуальна модель організації публічної влади, що ґрунтується на принципах законності, відкритості, раціональності управлінських рішень та відповідальності влади перед суспільством. Водночас на практиці спостерігається суперечність між нормативно проголошеними принципами належного урядування та механізмами їх реалізації, що актуалізує потребу наукового осмислення управління як базового чинника формування ефективної та етично відповідальної системи публічної влади. Метою статті є теоретичне обґрунтування ролі управління як фундаменту належного урядування та визначення значення доброчесності і розумності управлінських рішень у забезпеченні відповідальної й результативної діяльності інститутів публічного управління. У процесі дослідження використано загальнонаукові та спеціальні методи, зокрема методи аналізу, дедукції, узагальнення і систематизації наукових джерел, порівняльного та структурно-логічного аналізу управлінських підходів, а також концептуального узагальнення для визначення взаємозв'язку між управлінням, доброчесністю та розумністю прийняття управлінських рішень. У ході дослідження проаналізовано теоретичні підходи до розуміння управління як соціально-філософської категорії та визначено його значення у формуванні належного урядування. Встановлено взаємозв'язок між управлінською діяльністю, доброчесністю та розумністю управлінських рішень як основою відповідальної управлінської поведінки. Обґрунтовано, що реалізація належного урядування пов'язана із впровадженням усіх стадій управлінського процесу, сучасних концепцій управління, зокрема стратегічного управління, evidence-based governance, мережевого та цифрового врядування. Виявлено науково-практичні проблеми невідповідності урядування управлінню, забезпечення доброчесності та розумності управлінських рішень, зокрема розрив між нормативною моделлю належного урядування та практикою функціонування публічного управління, формалізацію етичних стандартів, обмежену розумність управлінських рішень та недостатню інституційну узгодженість управлінських механізмів. Доведено, що управління виступає фундаментальною основою належного урядування, оскільки саме через систему управлінських рішень, інституційні механізми та управлінські практики реалізуються принципи прозорості, підзвітності, ефективності та суспільної відповідальності влади. Встановлено, що інтеграція принципів доброчесності та розумності у процес прийняття управлінських рішень є необхідною умовою формування відповідальної моделі публічного управління та зміцнення інституційної довіри до органів влади. Перспективи подальших досліджень пов'язані з розробленням методологічних підходів до оцінювання діяльності урядовців на предмет її відповідності стадіям управлінського процесу, розумності управлінських рішень, дослідженням інституційних механізмів превентивного підбору доброчесних кадрів та аналізом впливу цифрових інструментів урядування на ефективність системи публічного управління.

КЛЮЧОВІ СЛОВА

публічне управління, принципи доброчесності, прийняття управлінських рішень, інституційна ефективність, прозорість влади, підзвітність, регуляторні механізми, якість управління.

1. Introduction

Modern transformation processes in society, increasing complexity of socio-economic systems and increasing requirements for transparency of public authorities determine the relevance of the study of management as a fundamental basis for good governance. In modern academic discourse, good governance is considered a model of organization of public power, based on the principles of legality, accountability, openness and orientation towards the public good.

At the same time, the effectiveness of the implementation of these principles largely depends not only on the nature of managerial decisions, the level of rationality and ethical responsibility of the subjects of power, but also on the extent to which the subjects of management are aware of the essence of management. In this context, public administration or governance, as a type of management, appears as the foundation on which its international relations are based, the entire process of life of the state, with all enterprises, institutions and organizations, people living within the borders of this state and the principles of its existence, performing its interdisciplinary role. The lack of a unified understanding of management in the scientific environment, which leads to the lack of awareness by civil servants of public administration or governance in providing the necessary direction of state activity, was the reason for this article.

The significance of this problem is enhanced by the conditions of social transformations and military challenges, which require increasing the effectiveness of management mechanisms capable of ensuring the stability of institutions and citizens' trust in the authorities. The unequal understanding of governance and management as a generic concept of governance makes it impossible to effectively govern, makes it impossible to belong to it and actualizes the need for a theoretical understanding of management as a basic factor in the formation of responsible and ethically grounded management activities. The study of this problem is of great scientific and practical importance, as it contributes to the clarification of the conceptual foundations of good governance, the development of interdisciplinary approaches to the analysis of management processes and the formation of theoretical foundations for improving the quality of managerial decisions in the system of public power.

2. Literature Review

A review of modern scientific research on the problems of management as the foundation of good governance allows us to systematize the scientific discourse according to several interrelated research vectors reflecting theoretical, institutional and philosophical aspects of the formation of effective public administration systems. In the scientific literature, considerable attention is paid to the conceptualization of the principles of good governance and their role in the formation of the modern management paradigm. Thus, in the study of S. V. Svirko and co-authors, the principles of good governance are categorized and their importance as basic guidelines for the functioning of public power, ensuring transparency, accountability and efficiency of managerial decisions, is substantiated [1]. O. Dniprov analyzes the principles of good governance in the modern system of administrative law of Ukraine, considering them as a normative basis for the organization of interaction between the state and citizens within the democratic model of public administration [2]. In further research, S. Svirko and co-authors reveal the importance of the principles of good governance in the field of public finance management, where their implementation is considered as an important prerequisite for increasing the effectiveness of budget policy and ensuring the institutional responsibility of the state [3]. V. O. Pankratova considers theoretical and legal approaches to determining the role and significance of good governance, emphasizing its integrative nature as a concept that combines legal, managerial and institutional mechanisms for regulating social relations [4].

An important place in the scientific discourse is occupied by the study of historical-philosophical and socio-institutional prerequisites for the formation of modern management models. I. Gorodnichenko and co-authors analyze the philosophical and historical foundations of the development of management schools of the twentieth century, showing that modern management concepts were formed based on the evolution of classical, behavioral and systematic approaches to the organization of management processes [5]. R. I. Pashov focuses on the importance of political culture and civic responsibility as key social factors in the development of democratic governance, contributing to the formation of trust between the state and society [6]. Y. E. Humen explores the methodological basis of democratic governance in the theory of public administration, emphasizing the need to combine institutional mechanisms of governance with the principles of openness of power and citizen participation in managerial decision-making processes [7]. A. R. Sari analyzes the impact of good governance on the quality of management decisions in the public management system, arguing that the effectiveness of management is largely determined by the level of transparency, accountability and consistency of management procedures [8].

A separate layer of scientific works is devoted to the conceptual and philosophical understanding of the principles of good governance in modern management theory. R. L. Karunia and co-authors investigate the practical aspects of implementing the principles of good governance in the field of transport infrastructure management, proving that their implementation contributes to increasing the efficiency of coordination of management processes and the quality of public service provision [9]. T. D. Beshi and R. Kaur analyze the role of good governance practices in building citizens' trust in local authorities, arguing that transparency, accountability, and inclusiveness of governance are key factors in strengthening institutional legitimacy [10]. R. Rabetino and co-authors carry out a philosophical revision of the principles of strategic management, proving that modern management concepts are based on an interdisciplinary combination of economic, social and institutional theories [11]. A. G. Scherer and co-author explore approaches to corporate governance in the context of responsible innovation, emphasizing the need to integrate ethical management principles and sustainable development ideas into modern management practices [12].

At the same time, modern scientific literature pays considerable attention to applied aspects of the implementation of the principles of good governance and their relationship with management efficiency and sustainable development. H. El Kezazy and co-authors propose a conceptual model of the role of management control in ensuring good governance, emphasizing the importance of internal control systems and management audit to improve the effectiveness of management processes [13]. L. Barbier and R. Tengeh carry out a retrospective analysis of the development of public administration and good governance from the late nineteenth century to the present, demonstrating the gradual transformation of management models from traditional bureaucratic forms to more open and networked systems of governance [14]. M. Rubio-Andrés and co-authors investigate the relationship between good governance, sustainable development and social responsibility of organizations, proving that effective management practices are a key prerequisite for the formation of sustainable socio-economic systems [15].

Despite a significant number of studies on the principles of good governance and the development of public administration systems, a number of aspects of this problem remain insufficiently developed. In particular, the scientific literature has limited the study of management as a socio-philosophical category and as a clear technology for achieving results, which determines the content and quality of managerial decisions in the context of good governance. The relationship between managerial activity, integrity and reasonableness of decision-making as the basis of responsible managerial behavior also remains insufficiently disclosed. In addition, the contradictions between the normative principles of good governance and the practices of their implementation in the public administration system require further scientific understanding.

The proposed study is aimed at partially filling these gaps by analyzing management as the foundation of good governance, studying the relationship between integrity and reasonableness of management decisions, as well as substantiating conceptual approaches and recommendations for the formation of a management strategy aimed at improving the quality of management decisions in the public power system.

3. Problem Statement

The purpose of the article is to substantiate management as a fundamental basis of good governance and to determine the role of integrity and reasonableness of managerial decisions in ensuring ethically responsible and effective operation of the public power system.

Objectives of the article:

1. To analyze theoretical approaches to understanding management as a socio-philosophical category and a clear algorithm for achieving results and to determine the relationship between managerial activity, integrity and reasonableness of managerial decisions.

2. To determine the conceptual foundations of the implementation of the principles of good governance and to identify scientific and practical problems of ensuring the integrity and reasonableness of managerial decisions in the public administration system.
3. To substantiate recommendations for the formation of a management strategy aimed at strengthening integrity and improving the quality of management decisions as a basis for good governance.

4. Methods and Materials

The methodological basis of the study is general scientific and special methods of scientific knowledge. In the process of research, methods of analysis, deduction, generalization and systematization of scientific sources were used to study theoretical approaches to understanding management and the principles of good governance. The method of comparative analysis is used to compare different concepts of good governance in the modern theory of public administration. The structural-logical method is used to determine the relationship between managerial activity, integrity and reasonableness of managerial decision-making. The conceptual generalization made it possible to form a theoretical model of management as the foundation of good governance and to identify key areas for improving management practices in the system of public power.

5. Results and Discussion

In modern scientific literature, management is increasingly considered a fundamental category that determines the nature of the functioning of the public power system and the mechanisms for implementing the principles of good governance. In this context, management is interpreted not only as organizational activities to coordinate social processes, but as a complex social practice of forming and implementing managerial decisions, combining institutional, legal and ethical dimensions. It is through management mechanisms that the principles of transparency, accountability, efficiency and responsibility of the authorities to society are put into practice. As noted by S. V. Svirko and co-authors, good governance is formed as a system of principles that determine the nature of interaction between the state, civil society and public administration institutions in the process of regulating socio-economic processes [1]. In this approach, management acts as a mechanism for the practical implementation of these principles through a system of managerial decisions, procedures and institutional tools.

O. Dniprov emphasizes that the principles of good governance in administrative law play the role of normative guidelines for the activities of public authorities, ensuring the consistency of managerial decisions with the requirements of legality, accountability and openness [2]. At the same time, V. O. Pankratova emphasizes that the concept of good governance covers not only legal standards for the functioning of state institutions, but also ethical requirements for managerial behavior, which determine the quality of managerial decisions and the level of public trust in the authorities [4]. In this sense, management appears as a tool for ensuring a balance between the effectiveness of managerial actions and compliance with the democratic principles of the organization of power.

An essential element of the modern understanding of management is its socio-philosophical dimension, which is associated with the formation of value guidelines for managerial activity. I. Gorodnichenko and co-authors note that the evolution of management schools of the twentieth century reflected the transition from technocratic management models to concepts in which management is considered as a process of social interaction and coordination of the interests of different groups of society [5]. A similar position is developed by Y. E. Humen, who defines democratic governance as a methodological basis of modern public administration, which provides for a combination of institutional mechanisms of management with the active participation of citizens in the decision-making process [7]. In this context, management acquires signs of public responsibility, since its result is not only the effective performance of administrative functions, but also ensuring the public legitimacy of government decisions.

An important factor in the implementation of the principles of good governance is also the level of political culture and civic responsibility in society. According to R. I. Pashov, it is the combination of responsible political culture of citizens and the effective activity of public authorities that creates the prerequisites for the formation of a stable system of democratic governance [6]. In this sense, management is not only the activity of state bodies, but a broader process of social coordination, within which state institutions, civil society and economic actors interact.

International studies also emphasize the relationship between the quality of governance and the implementation of good governance principles. In particular, R. Müller notes that the principles of good governance form the normative framework for managerial decision-making, ensuring that they meet the requirements of efficiency, transparency and accountability [9]. A.R. Sari argues that the implementation of the principles of good governance directly affects the quality of management decisions in the public sector, as it contributes to increasing the efficiency of resource use and strengthening institutional trust [8]. Summarizing these provisions, L. Barbier and R. Tengeh emphasize that the modern theory of public administration considers good governance as an integration of institutional management mechanisms, ethical standards of government and social responsibility of managerial decisions [14] (Table 1).

Table 1. Key characteristics of management as the foundation of good governance

Management characteristics	Meaningful essence	Importance of good governance
Normativity	Orientation of management decisions to legal and ethical standards of government activity	Ensuring the legality and legitimacy of government decisions
Accountability	Responsibility of Authorities to Society for the Results of Managerial Activities	Building Citizens' Trust in State Institutions
Transparency	Openness of information on the process of managerial decision-making	Reducing corruption risks and increasing public control
Efficiency	Rational use of resources and achievement of socially significant results	Improving the effectiveness of public administration
Citizen participation	Involvement of civil society in the policy-making process	Strengthening the democratic legitimacy of governance

Source: Formed by the author based on [1; 2; 4; 8; 11; 12].

Such characteristics reflect the basic parameters of management, through which the principles of good governance are implemented in the practice of public power. Their combination forms an institutional environment in which managerial decisions acquire signs of legitimacy, rationality and social legitimacy. The normativity of management ensures the consistency of managerial actions with the legal and ethical standards of the authorities, which is manifested in regulated decision-making procedures, clearly defined powers of officials and institutionalization of ethical norms of the civil service [4]. Accountability, in turn, creates a mechanism of public control over the activities of government bodies and provides for regular publication of the results of managerial activities, which is especially evident in the field of public finance through the openness of budget data, audits and reporting on the use of public resources.

Transparency of management processes strengthens the possibilities of public control, as it provides access to information on decision-making procedures and the use of public resources. In modern practice, this is implemented through electronic public procurement systems, open state registers and digital platforms of public services [5]. At the same time, the effectiveness of management is determined by the ability of state institutions to achieve strategic goals with rational use of resources, which is reflected in the use of program-targeted budgeting, strategic planning and systems for evaluating the effectiveness of public policy. An important addition to these mechanisms is the participation of citizens in the development of managerial decisions, which is implemented through the tools of public consultations, electronic petitions and public involvement in the preparation of strategic development documents. Taken together, these characteristics form the practical basis of good governance, since it is through management procedures, institutional mechanisms and practices of interaction between government and society that the principles of good governance are transformed from a normative concept into a real model of functioning of public power.

In modern scientific discourse, the relationship between managerial activity, integrity and rationality of decision-making is considered a key condition for the formation of responsible managerial behavior in the system of public power. Managerial activity in this context is a process of developing and implementing decisions aimed at achieving socially significant goals, while integrity and rationality perform the function of internal regulators of managerial behavior. Integrity determines the compliance of managerial actions with the moral and legal standards of the public service, in particular, compliance with the principles of impartiality, transparency and the absence of conflicts of interest [2]. The rationality of managerial decisions, in turn, involves the use of a reasonable analysis of alternatives, assessment of the socio-economic consequences of managerial actions and orientation to achieve optimal results within the available resources [4]. Good governance studies emphasize that it is the combination of rational analysis and ethical responsibility that creates the basis for the formation of management practices focused on the public good and long-term effectiveness of public policy [1; 8] (Table 2).

Table 2. The relationship between managerial activity, integrity and rationality in the formation of responsible managerial behavior

Component	Content characteristics	Management function	Outcome for good governance
Managerial activity	The process of formation and implementation of managerial decisions in the system of public power	Coordination of social processes and implementation of public policy	Effective functioning of government institutions
Integrity	Compliance with ethical standards and prevention of conflicts of interest	Ensuring the moral legitimacy of managerial decisions	Increasing citizens' trust in the authorities
Rationality of decision-making	Use of analytical approaches and informed choice of alternatives	Improving the quality of management decisions	Effective use of public resources
Responsible management behavior	Integrating Rationality and Integrity into the Management Process	Coordination of management actions with public interests	Sustainability and legitimacy of the governance system

Source: Formed by the author based on [2; 3; 7; 8; 12; 14].

The combination of rationality of managerial decisions and integrity of officials in modern public administration systems is implemented through institutional mechanisms that simultaneously ensure the analytical validity of decisions and their ethical legitimacy. Rationality in this context is associated with the use of data, economic calculations and forecasting in the formation of public policy, while integrity is a normative condition for preventing abuse of power and conflict of interest [8]. It is their interaction that creates the prerequisites for decision-making that combines managerial efficiency with public trust in the institutions of power.

An illustrative example of such integration is the functioning of the electronic public procurement system ProZorro, which was introduced in Ukraine as a tool for ensuring transparency and rational use of budget resources. The system provides for open access to information on tenders, electronic auctions and the possibility of public monitoring of procurement, which significantly reduces corruption risks and increases the validity of management decisions on the use of public funds. According to the research on the effectiveness of the system, in the first years of its operation, the state budget was saved about USD 1.9 billion due to competitive electronic procurement procedures, which indicates a significant economic effect of the use of transparent and rational management mechanisms [16].

In practical terms, such tools demonstrate that responsible management behavior is formed not only through regulatory requirements for officials, but also through the creation of an institutional environment in which management decisions become simultaneously transparent, analytically sound and controlled by society. The use of open data, electronic resource management systems and public control mechanisms allows combining the rationality of management procedures with the principles of integrity, which ultimately increases the effectiveness of public policy and strengthens citizens' trust in the public administration system.

The implementation of the principles of good governance in modern society is associated with the transformation of managerial approaches and the formation of new conceptual foundations for the organization of public power. In modern conditions of complexity of socio-economic processes, traditional administrative and bureaucratic management models are gradually giving way to management concepts based on strategic planning, the use of evidence-based data, partnership between the state and society, and digitalization of management processes. Within the framework of such approaches, management is considered as an integrative process of coordination of institutions, resources and knowledge, aimed at achieving socially significant results and ensuring the sustainability of state institutions [1; 3]. Studies of modern models of public administration also emphasize that the effective implementation of the principles of good governance is possible only under the conditions of a combination of strategic management, the use of analytical data and broad involvement of citizens in the policy-making process [14] (Table 3).

Table 3. Conceptual management approaches that ensure the implementation of the principles of good governance

Concept	Essence	Managerial importance
Strategic governance	Long-term development planning	Aligning policies with development goals
Evidence-based governance	Use analytics and data	Increasing the validity of decisions
Participatory governance	Citizen participation in politics	Legitimacy of management
Network governance	Interaction between the State, Business and Civil Society	Coordination of resources
Digital governance	Digital Management Platforms	Transparency and speed of decisions

Source: Formed by the author based on [1; 5; 9; 10; 17; 18].

In modern systems of public administration, these managerial approaches are manifested as interrelated mechanisms for organizing decision-making and implementation in a complex socio-economic environment. The strategic orientation of management ensures the consistency of short-term management actions with the long-term goals of the development of the state and territories. In the practice of public policy, this is manifested in the development of national development strategies, economic recovery programs, or regional strategic documents, where decisions are made taking into account demographic forecasts, macroeconomic indicators and possible scenarios of social development [6]. This approach avoids situational management decisions and ensures the consistency of state policy.

An equally important role is played by the use of evidence in the process of forming managerial decisions. Analytical tools, statistical models, and applied research results are increasingly used to evaluate the effectiveness of government programs and determine optimal management alternatives. For example, during the formation of budget programs or the development of policy in the field of social protection, the analysis of socio-economic indicators is used, which makes it possible to predict the consequences of managerial decisions and assess their effectiveness.

At the same time, modern management practices demonstrate the growing role of partnership between the state, business and civil society. In the process of preparing strategic documents or development programs, consultations with the expert community, representatives of public organizations and professional associations are increasingly used [19]. This format of interaction allows you to take into account a wider range of interests and increases the legitimacy of managerial decisions. This practice is widely used in the development of regional development programs, when projects of infrastructure or innovation initiatives are formed in cooperation between authorities, local communities and businesses.

It significantly changes the nature of management and the spread of digital technologies. The use of electronic systems of public services, open data platforms and digital tools for communication between the authorities and citizens allows for increasing the transparency of management processes and speeding up decision-making. For example, digital platforms for the provision of administrative services or electronic data management systems make it possible to automate a significant part of management procedures, reduce bureaucratic barriers and expand citizens' access to interaction with state institutions [9].

Together, strategic planning, the use of evidence, partnerships and digital tools form a new management model in which the principles of good governance are implemented through specific management practices. Such a model allows for improving the quality of managerial decisions, ensuring the consistency of state policy with the needs of society and creating institutional conditions for a more effective functioning of the public power system.

Despite the fact that the principles of good governance in modern scientific and normative discourse are considered as a universal model of the organization of public power, their practical implementation in the public administration system is accompanied by several conceptual and institutional contradictions that have not been eliminated. First of all, we are talking about the lack of the necessary unambiguity of the definition of governance and governance, integrity, the principle of rationality is used, which, as russia's aggressive war against Ukraine has shown, is harmful if it is not limited to morality. This ambiguity contributes to misunderstandings between the participants in the management process, which is also understood ambiguously. In such a situation, all the principles of governance cannot be observed due to their different interpretations. As a result, existing governance is a process that only roughly corresponds to its defining essence. Scholars' misunderstanding of the defining concepts of governance and public administration/governance is the reason for the gap between the normative model of good governance, which assumes rationality, integrity and accountability of managerial decisions, and the actual practice of functioning of public institutions, in which the decision-making process is often determined by political expediency, situational interests, or institutional inertia of administrative structures. In such conditions, the proclaimed principles of good governance often become declarative in nature and are not fully transformed into real management practices.

As a result, one of the key problems is the formalization of ethical standards in public administration. The presence of codes of ethics, regulatory requirements for the prevention of conflicts of interest, or anti-corruption control procedures is not always accompanied by their deep integration into the management decision-making system [20]. As a result, integrity is often perceived as a normative requirement or formal procedure, while actual management practices may remain focused on institutional interests, political priorities, or informal mechanisms of influence.

For these reasons, a significant limitation of the effectiveness of managerial decisions is the far-fetched and exaggerated complexity of modern socio-economic processes and information asymmetry that accompanies the activities of authorities. Under these conditions, managerial decisions are often made in violation of the stages of the management process, based on limited reliable data, contradiction of analytical information, or significant time pressure, without a full-fledged analysis of alternatives, which increases the risk of situational or politically motivated managerial actions. Combined with the institutional inertia of administrative structures, this makes it impossible to implement management models based on evidence and strategic planning.

An additional factor is the contradiction between the formal mechanisms of openness of power and the real level of public participation in decision-making processes. Although modern models of governance provide for the involvement of civil society in the formation of state policy, in the practice of public administration, such mechanisms are often consultative or symbolic in nature and do not provide a systemic influence of the public on the content of management decisions [2]. This reduces the level of public trust in the institutions of power and limits the possibilities of forming a culture of responsible governance.

The lack of a unified understanding of governance, integrity, and accountability also leads to institutional inconsistency in the public administration system. Also, it should be noted that rationality, as one of the principles of governance, does not play its role in influencing the consequences of managerial decisions. Rationality, in the face of blurred moral principles, can be harmful, as confirmed by the war between russia and Ukraine. The seizure of foreign territories, the extension of the influence of the russian government to the territory of another state, may be quite expedient and rational, but it is unreasonable. Rationality must be replaced by reasonableness, which is as intuitive as moral rationality. The distribution of functions between different authorities in violation of the stages of the management process, the multi-level structure of decision-making and the lack of proper coordination between management institutions lead to duplication of powers, non-coverage of important functions by any institution, fragmentation of responsibility and complication of the implementation of strategic management decisions. In such conditions, even rationally grounded management decisions can lose their effectiveness at the stage of their practical implementation.

Without a clear model of governance, significant challenges arise in the context of the digital transformation of public administration. On the one hand, digital technologies expand the possibilities of transparency and accountability of the authorities, create new tools for data analysis, and increase the efficiency of management procedures. On the other hand, they create new risks associated with information inequality, data manipulation and an insufficient level of institutional readiness of state structures to use digital management tools.

Overcoming the contradictions between the essence of governance, governance, integrity, the normative model of good governance and the practice of public administration, replacing the principle of rationality with the principle of reasonableness, will allow the formation of a management strategy in which the principles of integrity and reasonableness act not only as ethical guidelines, but as systemic elements of the management decision-making process. Such a strategy should be based on a combination of institutional mechanisms for ensuring integrity with the development of analytical approaches to the formation of public policy, which allows for increasing the validity of managerial decisions and reducing the influence of situational or narrow group interests on the management process.

Management as providing the desired direction of activity was proposed by the author and published in 2005 [21]. This definition has the following components: active influence of the subject of management on the object; the required direction and activity, which is nothing more than a management process. In this context, the reasons for management are needs, tasks and problems that arise in a person. It should be noted that such a definition of management is determined by the goal for which it exists, namely, meeting the needs of people. But this is one of the types of management. The generic concept of management is the direction of activity, since it has a universal character and from it, through the formulation of goals, we can define different types of management, such as public administration, business management, management of international activities, hostilities, etc. The direction of activity has the same listed components: active influence of the subject of management on the object, direction (which is determined by the purpose of the subject) and activity. It should be noted that the activity/action has a clear structure that can be translated into a formula. This includes the following stages: awareness/determination of the purpose of the activity; collection and processing of information; planning; organization of the plan; implementation of an organized plan; control and coordination of the implementation of the organized plan; achievement of the goal/result; satisfaction with achievement. These eight stages, as activities, can and should also be implemented through the management process and so on ad infinitum. This procedure for implementing the stages of the management process is called the Management Pyramid of Anatoliy Pylypko [22]. Thus, if management is implemented according to the rules of the Management Pyramid of Anatoliy Pylypko, it provides predictable results, which is critically important for governance. If the management process is not followed, the goals of management become unattainable. And that is why management, as a generic concept, is the foundation for governance. a technologically rational and expedient algorithm that does not imply any morality. This is an algorithm for achieving the goal at any cost, so management should be limited by morality. Replacing rationality-based management with reasonableness-based management solves the problem of unethical management. An action/activity is considered reasonable if it is necessary, desired/not desirable, pleasant/not pleasant in moderation (beneficial) and has positive consequences for both the active and the maximum number of bones of living beings and the environment, or does not harm them. For employees (clergy, scientists, civil servants, military), personal usefulness is limited by the statutes (interests) of the service (the principle of reasonableness) [23]. Limiting the management of reasonableness makes management ethical.

Governance is a type of management that is designed to ensure the implementation of the tasks of the state. If a person's management of his life is the provision of the necessary direction of activity, then public administration/governance is the provision of direction (direction) of the state's activity. If for a person the purpose of his existence is to satisfy his needs, then for the state the purpose of his existence is to create conditions for meeting the needs of its citizens/non-citizens. needs of people (citizens and non-citizens), protection of the disabled, the elderly, women, children, the Motherland, morality and faith [22]. And, accordingly, governance can be defined as the direction of the state's activities in the direction of creating conditions for meeting the needs of people (citizens and non-citizens), the protection of the disabled, the elderly, women, children, the Motherland, morality and faith. comprehensive and possible for practical application.

If we mean good governance, then the word "proper" in the broadest sense means – appropriate, necessary, and necessary. Accordingly, applicable to the issue under discussion, good governance is what corresponds to management, needs, and is necessary for recipients of public services.

If we formulate it in accordance with the above, we have the following definition of good public administration/governance: the proper direction of the state's activities in the direction of proper creation of appropriate conditions for proper satisfaction of the needs of people (citizens and non-citizens), proper protection of the disabled, the elderly, women, children, the Motherland, morality and faith.

One of the key areas of overcoming the existing contradictions between good governance and its practical implementation is the integration of the principle of reasonableness into the system of strategic management and integrity, as a sign of the ability to act reasonably, which implies the consolidation of ethical standards in public administration. If we consider virtue as a sign of a civil servant's ability to act intelligently, it acquires a criterion of measurability, since the usefulness and positive consequences can be measured and mathematically calculated. Only a reasonable government official can be considered virtuous and only if he is reasonable in the following sense: his actions and decisions are in the interests of the service. And only such integrity will have a positive effect on the entire process of government, making it proper. It is not only about the normative regulation of the behavior of officials, but about the formation of a managerial culture, in which integrity becomes a criterion of professional activity and the basis for the legitimacy of managerial decisions. An important element of such a strategy is the development of evidence-based governance models, which involve the use of analytical data, forecast models and the results of scientific research in the formation of managerial decisions.

The implementation of good governance in Ukraine will automatically strengthen the institutional coherence of the public administration system by improving the mechanisms of coordination between authorities and increasing the responsibility of institutions for the results of the implementation of public policy. This will facilitate the transition from fragmented management practices to a more holistic system of strategic management focused on achieving long-term social results.

An important role in strengthening the integrity of management is also played by the expansion of mechanisms of public participation and public control over compliance with the stages of the management process in the activities of authorities. The involvement of civil society, the expert community and professional communities in the process of public policy development contributes to increasing the transparency of management processes and forms additional guarantees of the authorities' responsibility to society.

Taken together, such approaches create prerequisites for the formation of a management strategy, within which integrity and reasonableness are fundamental characteristics of the management decision-making process. The implementation of this strategy allows for improving the quality of public policy, strengthening institutional trust in the authorities and ensuring the practical implementation of the principles of good governance in the activities of the public administration system.

6. Conclusions

As a result of the study, it has been established that management is the fundamental basis of good governance, since it provides: an understandable technology (8 stages of the management process), determines the orientation of management entities and highlights a gap in the management process - the immorality of the management process without its limitation by an ethical framework - the principle of Reasonableness. It is through the integration of the principle of reasonableness into the system of managerial decision-making, institutional mechanisms and practices of interaction between the state and society that the principles of transparency, accountability, efficiency and orientation to the public good are implemented. It has been proven that the quality of the functioning of the governance system is largely determined by the reasonableness of managerial decision-making, which is a sign of the integrity of government officials, who form the basis of responsible managerial behavior and ensure the legitimacy of the activities of the authorities. It is substantiated that the modern model of good governance is based on the use of strategic, analytical and digital approaches to management, in particular strategic planning, evidence-based governance, partnership between the state and civil society and digitalization of management processes integrated at the stage of the management process.

At the same time, several scientific and practical problems have been identified, including the gap between the normatively proclaimed principles of good governance and real management practices, the formalization of ethical standards, the limited reasonableness of managerial decisions in conditions of information uncertainty and the insufficient institutional coherence of the public administration system.

In view of this, the need to form a management strategy aimed at integrating the stages of the management process, the principle of reasonableness into the system of governance, which will contribute to the selection of honest government officials and make governance proper, is substantiated. Prospects for further research are related to the development of methodological approaches to assessing the activities of government officials for their compliance with the stages of the management process, the reasonableness of managerial decisions, the study of institutional mechanisms for the preventive selection of honest personnel and the analysis of the impact of digital governance tools on the effectiveness of the public administration system.

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