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Managing Organizational Change During Digital Transformation of Public Administration: The Development of E-Democracy in Ukraine

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ARTICLE INFO	ABSTRACT
Research Article DOI: 10.70651/3041-2498/2026.1.10 Received: 6 December 2025 Accepted: 8 January 2026 Published online: 16 January 2026 Copyright © 2026 by author  <i>This is an open access journal and all published articles are licensed under a Creative Commons Attribution–NonCommercial 4.0 International (CC BY-NC 4.0)</i>	This article explores how organizational change is managed during the digital transformation of public administration in Ukraine. The topic is especially relevant today, as public institutions are actively introducing online services, developing digital platforms, and expanding e-democracy tools. These processes require new approaches to management. Digital transformation affects not only technologies, but also organizational structures, working processes, leadership styles, and communication with citizens. The article aims to examine key directions and features of organizational change management in the digital transformation process and to identify current challenges and future opportunities to improve public-sector management in Ukraine. The study uses methods of analysis, comparison, dynamic analysis, systematization, and generalization. The research is based on data from international e-government and e-participation indices, digital and financial integration indicators, open data sources, and official statistics. The results show that Ukraine has already created basic conditions for developing digital governance and e-democracy. However, significant differences between regions remain, especially in digital infrastructure and citizens' digital skills. The findings also demonstrate that the active use of online services and digital platforms increases transparency and encourages internal organizational change. At the same time, problems related to access to digital technologies, staff training, and information security still exist. The article suggests practical ways to improve digital change management, including developing digital leadership, strengthening digital culture within public institutions, supporting communities with low levels of digital readiness, and improving coordination between government bodies and stakeholders. Special attention is given to the need for ongoing staff training and to creating supportive institutional environments for digital innovation. The results of this study can be useful for public authorities and local governments when planning and implementing digital projects, developing digital strategies, improving public service delivery, and increasing citizen engagement through electronic participation tools.



KEYWORDS

public administration, digital services, e-participation, management innovation, digital culture, regional development, open data, digital platforms.



Управління організаційними змінами в процесі цифрової трансформації публічного управління: розвиток електронної демократії в Україні

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СТАТТЯ

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У статті розглянуто питання управління організаційними змінами в умовах цифрової трансформації публічного управління в Україні. Актуальність дослідження зумовлена активним упровадженням електронних сервісів, розвитком цифрових платформ і зростанням ролі електронної демократії, що потребує перегляду традиційних підходів до управлінської діяльності. В умовах цифровізації змінюються не лише технології, але й організаційна структура, управлінські процеси, стиль керівництва та взаємодія з громадянами. Метою цієї статті є аналіз основних напрямів та особливостей управління організаційними змінами в процесі цифрової трансформації, а також визначення проблем і перспектив удосконалення управлінських практик у публічному секторі України. У процесі дослідження використано методи аналізу, порівняння, динамічного аналізу, систематизації та узагальнення. Інформаційну базу становили дані міжнародних індексів електронного урядування, електронної участі, фінансової і цифрової інтеграції, відкритих даних, а також офіційна статистика органів державної влади. У результаті дослідження встановлено, що в Україні сформовано базові передумови для розвитку цифрового управління й електронної демократії. Водночас зберігаються регіональні відмінності в рівні цифрової готовності, розвитку інфраструктури та цифрових навичок населення. У статті було доведено, що активне використання електронних сервісів і цифрових платформ сприяє підвищенню відкритості органів влади та стимулює внутрішні організаційні зміни. Виявлено основні проблеми, пов'язані з доступністю цифрових технологій, кадровим забезпеченням і питаннями інформаційної безпеки. Запропоновано напрями вдосконалення управління цифровими змінами, зокрема розвиток цифрового лідерства, посилення цифрової культури, підтримку громад із низьким рівнем цифрової готовності й удосконалення інституційної координації. Отримані результати можуть бути використані в діяльності органів державної влади та місцевого самоврядування під час планування і реалізації цифрових проєктів.



КЛЮЧОВІ СЛОВА

публічне управління, цифрові сервіси, електронна участь, управлінські інновації, цифрова культура, регіональний розвиток, відкриті дані, цифрові платформи.

1. Introduction

In recent years, digital technologies have increasingly influenced the activities of public authorities in Ukraine. The introduction of electronic services, the development of the “Diya” platform, the use of online communication tools, and citizen participation are gradually changing management approaches. Along with technological changes, organizational transformations are also underway, affecting institutional structures, management processes, staff work, and public interactions [1, p. 84].

In the context of digital transformation, authorities are forced to adapt to new requirements quickly, review traditional methods of work, and implement modern management practices. At the same time, these processes are accompanied by several problems related to uneven infrastructure development, the level of the population’s digital skills, and staff readiness for change [12, p. 59]. Therefore, the effective management of organizational change in the context of digitalization remains relevant and warrants further scientific analysis.

2. Literature Review

Modern scientific research focuses on analyzing the digital transformation of public administration, the role of e-participation, managerial leadership, digital competencies, and the institutional capacity of authorities. In the article, J. Tan and C. Lum prove that e-participation increases citizens’ access to government data. Still, its effectiveness is limited by the digital divide and by authorities’ insufficient response [16, p. 78]. In turn, F. Iannacci et al. established that the development of e-government depends on investments in human capital and managerial flexibility [6]. The public value of e-participation is shaped by stable organizational support and effective interaction with citizens, as confirmed by N. Karkin and A. Cezar [7]. The influence of managerial leadership on the effectiveness of digital changes was substantiated by H. van Roekel et al. [19], who link the success of the transformation with a strategic vision and high-quality organization of internal processes. The sustainability of digital services in the public sector depends on cybersecurity, as shown by O. Diachenko and B. Tyrus [3, p. 453]. According to the conclusions of O. Evsyukova and T. Mykhailova, geopolitical factors and international support influence strategic management decisions, in particular in the field of digital development [5, p. 237]. Professional training, strategic communications and the ability to adapt management processes determine the effectiveness of public servants in crisis conditions, as confirmed by S. Prylipko and N. Vasylieva [11]. The study by L. Dorohan-Pisarenko et al. [4] found that personnel’s digital competencies form the basis of successful transformation. In contrast, O. Akhmedova and A. Pomaza-Ponomarenko emphasize that the digitalization of the public sector reduces corruption risks and increases management transparency, as noted in [1, p. 86]. Social attitudes and internal organizational narratives can hinder the practical implementation of digital changes, as emphasized by M. Tinjan [17, p. 74].

The generalizations from the analyzed works confirm that effective management of digital change requires a combination of technological development, personnel training, organizational support, information security, and active citizen engagement. Despite the significant number of scientific works on the digitalization of public administration, the practical management of organizational changes, personnel adaptation, and the coordination of digital solutions with internal management processes remains insufficiently covered. The number of studies that consider digital transformation in relation to regional characteristics and the conditions of war and post-war recovery remains limited.

3. Problem Statement

The purpose of this article is to examine the impact of digital transformation on the management of organizational change in Ukraine’s public administration system in the context of the development of e-democracy.

4. Methods and Materials

The study was based on the analysis of scientific publications, analytical reports, and official statistical materials on the digital transformation of public administration and the development of e-

government and e-democracy in Ukraine. The main focus was on assessing changes in the organization of government work, the level of the population's digital readiness, and the use of electronic services.

The collection of empirical data was based on open sources, including materials from the Global Index, EGDI, and E-Participation indices; data from the Ministry of Digital Transformation of Ukraine; statistics from the Cabinet of Ministers of Ukraine; and e-democracy platforms. Indicators of regional development in digital infrastructure and the population's digital skills were also used.

Information processing involved systematizing statistical data by year and region. Special attention was paid to the analysis of the dynamics of the use of electronic appeals, petitions, online surveys and public participation tools. This made it possible to trace changes in citizens' interactions with government bodies amid digitalization.

The study used comparative analysis to compare Ukraine's digital development indicators with international trends. Differences across regions in the digital economy, infrastructure, and public service accessibility were also analyzed.

The combination of quantitative and qualitative methods made it possible to assess both statistical trends and the features of organizational changes in the activities of government agencies. Content analysis of regulatory legal acts and strategic documents was used to study managerial approaches to digital transformation.

To summarize the results, grouping methods, logical analysis, and interpretation were used. This made it possible to identify the main problems, trends, and areas for improving organizational change management in the context of digital development.

5. Results and Discussion

Digital transformation in the public administration system is a complex, multifaceted process that involves not only the introduction of information and communication technologies (hereinafter referred to as ICT) but also a deep renewal of approaches to organizing administrative activities. In modern scientific discourse, digitalization is interpreted as a transition from traditional administrative models to electronically oriented forms of interaction between the state and society [1, p. 85]. The use of ICT creates opportunities to automate administrative procedures, improve the efficiency of decision-making, simplify citizens' access to public services, and reduce administrative burden. ICT is gradually becoming the basic infrastructure for the functioning of government bodies, without which effective management in the digital economy is impossible [14, p. 217]. An important component of digital transformation is the development of e-government, which involves providing administrative services remotely, using electronic document management, creating unified state registers, and developing digital platforms for citizen interaction. E-government contributes to greater transparency in government activities, stronger accountability, and greater trust among society [8].

A separate area in the digitalization process is e-democracy, which involves citizens in management processes through digital tools. Such tools include electronic petitions, online consultations, public participation platforms, electronic surveys and feedback mechanisms. Their use contributes to a more open and inclusive model of public administration. The introduction of digital technologies into the activities of public authorities inevitably transforms the internal organizational structure. More flexible forms of work organization are gradually replacing traditional hierarchical management models, which are focused on interagency interaction, a project approach, and the use of digital platforms [13, p. 7]. Digitalization also affects management processes, particularly the procedures for planning, controlling, monitoring, and evaluating activity results. The use of electronic accounting systems, analytical tools and databases increases the possibility of making decisions based on objective information and current indicators.

Significant changes are also taking place in the personnel sector. The need for specialists with digital competencies who can work with information systems, analyze data, and implement innovative management solutions is increasing [4]. At the same time, the importance of advanced training and continuous professional development for government employees is growing.

Updating organizational culture is another important direction of change. In the digital environment, the roles of openness, results orientation, readiness for innovation, and perception of change are increasing. The formation of a modern management culture involves the development of teamwork, support for initiative and responsibility [15, p. 79]. Communication plays an important role in the process of organizational change. Digital channels of interaction provide rapid exchange of

information between structural units, management, and the public, thereby increasing the coherence of actions and reducing information loss.

The successful implementation of digital transformation largely depends on the quality of strategic leadership in the public administration system. It is the leaders who determine the priorities of digital development, shape a vision for future changes, and provide resource support for relevant initiatives. Digital leaders play a key role in implementing innovations, stimulating organizational development and creating a favorable environment for the use of modern technologies. They combine managerial, analytical and communication competencies, which allows for effective coordination of digitalization processes. In Ukraine, an important coordination function in the field of digital transformation is performed by the Ministry of Digital Transformation, which ensures the development of state digital strategies, the implementation of electronic services and the development of the “Diya” platform. Its activities contribute to the formation of a unified approach to digital changes at the national level [10]. Local governments also play a significant role in implementing digital reforms, adapting national initiatives to the needs of territorial communities. At the local level, digital services are implemented in practice, and new models of interaction with the population are formed [9]. The level of managerial competencies of government leaders and employees directly affects the effectiveness of digital transformations. Thus, the professional training of managerial personnel determines the government bodies’ ability to adapt to technological change. The development of strategic thinking, openness to innovation, and readiness to work in a constantly changing environment are also important. It is the managers’ ability to manage change, form modern teams, and engage with the public that underpins sustainable digital development in public administration. In this context, digital leadership serves not only as a managerial function but also as a factor in long-term institutional stability. Another important prerequisite for the successful implementation of state policy in digitalization is the population’s digital readiness. It reflects the level of citizens’ access to financial and digital services, the spread of non-cash payments, and the use of electronic accounts and mobile applications. The level of financial and digital integration among the population directly affects citizens’ use of electronic government services and their participation in digital interactions with the government. To assess these processes, data from the international database Global Findex [20] were used, which allows us to track the dynamics of financial and digital accessibility in Ukraine.

Figure 1 shows the main indicators of financial and digital integration among Ukraine’s population for the corresponding period.

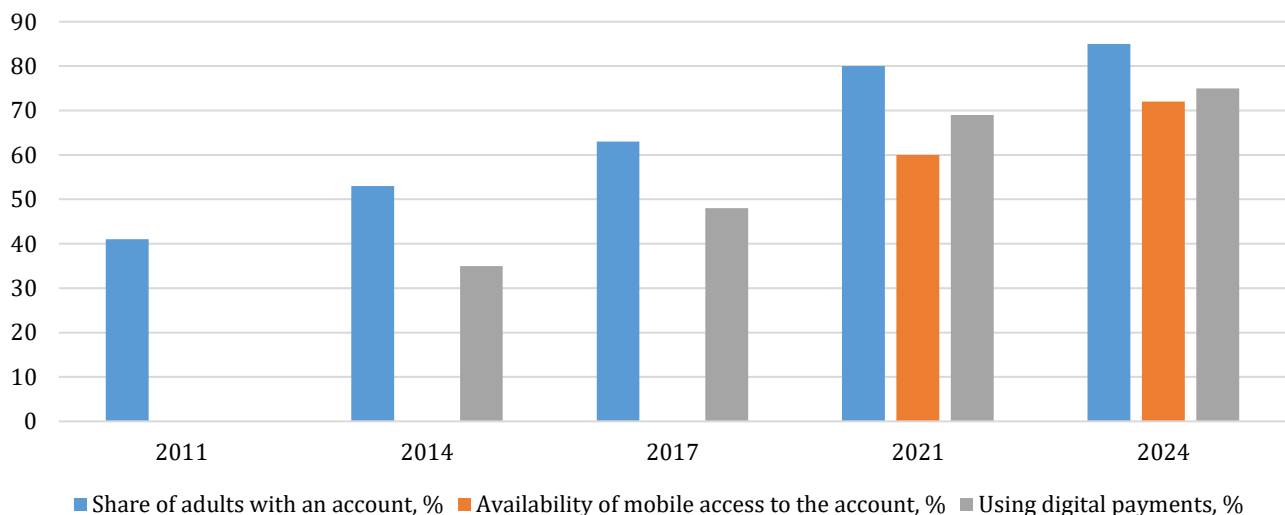


Figure 1. Dynamics of financial and digital integration of the population of Ukraine (Global Findex)

Source: Constructed according to [20].

The visualization shows a steady upward trend in the financial and digital integration of Ukraine’s population during the study period. The share of the adult population with a bank account increased from about 41% in 2011 to about 85% in 2024. Overall growth over this period exceeded 40 percentage points, indicating a significant expansion in citizens’ access to financial services. A particularly noticeable acceleration of this process is observed after 2017, when the indicator increased by almost

20% over four years. Such dynamics are associated with the active development of digital banking services, the spread of mobile applications, and the simplification of account-opening procedures. The indicator of mobile access to an account began to take shape in earnest after 2021. In 2021, about 60% of the population used it; by 2024, this had increased to about 72%. An increase of more than 10% in a short period indicates growth in citizens' trust in mobile financial technologies and in their digital literacy. Thus, the development of mobile banking has become a key driver of increased digital participation in the financial sector.

The dynamics of digital payments also show a pronounced upward trend. If in 2014 only about 35% of citizens used non-cash payment instruments, then in 2024 this figure had risen to approximately 75%. Overall growth was about 40%, indicating a gradual transition from cash payments to electronic payments. The most rapid growth in the use of digital payments was observed during 2017–2021, when the figure increased by almost 20%. This is due to the development of payment infrastructure, the spread of smartphones, and the widespread adoption of state and commercial digital services.

The analysis results confirm that Ukrainians' financial and digital readiness has increased significantly, creating favorable conditions for the further development of e-government and e-democracy tools.

In turn, the growth of the population's digital readiness creates favorable conditions for implementing organizational changes in the public administration system. The active use of digital financial and service tools simplifies the transition of government bodies to electronic work processes and increases the efficiency of management processes.

At the same time, maintaining positive dynamics requires further state support for digital infrastructure, the development of the population's digital skills, and ensuring the availability of electronic services for various social groups. These factors determine society's readiness to accept management innovations and to participate in digital interactions with the authorities.

In the process of digital transformation, not only does the level of citizen involvement become important, but also the institutional capacity of government bodies to implement and support changes. The effectiveness of digital transformation management depends on the development of electronic services, the quality of infrastructure, the level of personnel training and the activity of citizens in decision-making processes.

To assess these aspects, the study analyzed the dynamics of key international digital governance indicators, which comprehensively characterize the state of public administration amid digitalization. The results of the development of the institutional and technological components of the digital transformation of public administration in Ukraine during 2003–2024 are presented in Table 1.

Table 1. Dynamics of institutional and technological components of digital transformation of public administration in Ukraine (2003–2024)

Year	Electronic Government Development Index (EGDI), score	Place in the EGDI ranking	Online Services Index (OSI)	Telecommunications Infrastructure Index (TII)	Human Capital Index (HCI)	Electronic Participation Index (EPI)
2003	0.4617	54	0.3493	0.1157	0.9200	0.3966
2004	0.5326	45	0.5559	0.1166	0.9300	0.3442
2005	0.5456	48	0.5808	0.1161	0.9400	0.3651
2008	0.5728	41	0.5351	0.2336	0.9508	0.5682
2010	0.5181	54	0.3460	0.2487	0.9647	0.2571
2012	0.5653	68	0.4248	0.3535	0.9176	0.1579
2014	0.5032	87	0.2677	0.3802	0.8616	0.4314
2016	0.6076	62	0.5870	0.3968	0.8390	0.7458
2018	0.6165	82	0.5694	0.4364	0.8436	0.6854
2020	0.7119	69	0.6824	0.5942	0.8591	0.8095
2022	0.8029	46	0.8148	0.7270	0.8669	0.6023
2024	0.8841	30	0.9854	0.8428	0.8240	1.0000

Source: Constructed by the author based on data from [18].

The analysis of the data in Table 1 indicates a gradual, systematic growth in Ukraine's institutional capacity for digital governance from 2003 to 2024. The results obtained reflect the evolution of management approaches towards digitalization and the implementation of organizational changes. The

e-Government Development Index increased from 0.4617 in 2003 to 0.8841 in 2024. Overall growth exceeded 0.42 points, indicating an almost twofold increase in the level of digital maturity in public administration. Particularly intensive growth is observed after 2016, when the indicator increased from 0.6076 to 0.8841, an increase of more than 0.27 points. First, this is due to the intensification of state policy on digitalization and the implementation of systemic management reforms. Ukraine's position in the EGDI ranking improved from 54th in 2003 to 30th in 2024, a 24-place gain. This indicates an increase in the national e-government system's competitiveness internationally.

The online services index increased from 0.3493 in 2003 to 0.9854 in 2024. Overall growth exceeded 0.63 points. During 2014–2024, this indicator increased by almost 0.72 points, from 0.2677 to 0.9854. This indicates a significant expansion of electronic services and the transition of government bodies to digital service formats. Thus, the development of online services contributed to the optimization of internal processes of government bodies and the reduction of the administrative burden on personnel.

The telecommunications infrastructure index increased from 0.1157 in 2003 to 0.8428 in 2024, an increase of more than 0.72 points. The most dynamic growth occurred after 2012, when the indicator increased from 0.3535 to 0.8428. This indicates the active development of Internet networks, mobile communications and digital communication channels. The development of infrastructure created a technical basis for implementing organizational changes in the public sector. The human capital index remained relatively stable during the period under study. In 2003, it was 0.9200, and in 2024, it was 0.8240. The overall decrease was about 0.10 points. This may indicate insufficient adaptation of the personnel training system to new digital requirements. It should be noted that human resource potential remains one of the main factors slowing the pace of organizational change in the public administration system.

The e-participation index increased from 0.3966 in 2003 to 1.0000 in 2024. The total increase was more than 0.60 points. At the same time, the highest rates were recorded during 2014–2020, when the indicator increased from 0.4314 to 0.8095. In 2024, Ukraine reached the index's maximum value. This indicates the active development of electronic forms of interaction between citizens and authorities, particularly through petitions, surveys, and digital platforms.

Summarizing the results of the analysis, we conclude that Ukraine has established an institutional and technological framework for managing organizational change in the context of digital transformation. The greatest progress has been achieved in the development of online services, infrastructure and e-participation. At the same time, the issue of human capital development remains problematic, which requires increased attention from government authorities.

Further improving the efficiency of digital change management should be based on a combination of technological innovations and the systematic development of personnel management competencies. Without proper employee training, even modern digital tools do not deliver the expected management benefits.

An important indicator of the institutional maturity of digital management is the level of open data development. According to the European Open Data Maturity assessment results, Ukraine ranked third among European countries in 2024. The overall level of open data maturity was about 97%, while in 2020, the country ranked only 17th in the rating. Thus, in four years, the positions increased by 14 places.

Such dynamics indicate a purposeful state policy to ensure transparency of administrative processes, openness of information and development of analytical tools. Open data is gradually becoming an important resource for making administrative decisions, public control and building trust in government bodies.

The level of e-democracy development is largely determined by citizens' use of digital channels to interact with government bodies. In this context, data on electronic appeals, use of the "Diya" platform and e-participation services are indicative [10].

According to the Government Contact Center of the Cabinet of Ministers of Ukraine, in 2024, the total number of electronic appeals from citizens exceeded 1.78 million. Of these, about 661.7 thousand appeals were directly transferred to executive bodies for consideration, and over 1.11 million citizens received explanations and consultations [10]. These indicators suggest that electronic appeals have become a common means of communication between the population and state structures, and that digital channels are gradually replacing traditional forms of paper correspondence and in-person citizen receptions.

The active use of the “Diya” application and the E-DEM platform also confirms the growing role of digital tools in public administration. Surveys, petitions, consultations and feedback services allow citizens to participate in the formation of management decisions in a convenient online format. The development of such tools contributes to transforming the organizational culture of government bodies toward openness, a focus on citizens’ needs, and greater responsibility among officials.

As a result, digital communication channels are gradually becoming the primary mechanism for interaction between the state and society, an important prerequisite for successfully managing organizational changes in the context of digital transformation. In turn, the development of e-democracy tools contributes not only to increasing citizen participation but also to improving internal management processes within government bodies.

To summarize the main directions of e-democracy development in Ukraine, it is advisable to consider key digital tools and the scope of their practical use. The results of the summary are presented in Table 2.

Table 2. Development of e-democracy tools in Ukraine

Electronic Democracy Tool	Year of introduction	Key usage indicators
Electronic Petitions	2015	1,196 supported petitions in 2023
Action.Polls	2022	Up to 2.1 million participants
E-DEM Platform	2016	31,668 electronic appeals
Public Budget	2016	250 million UAH of funding in 2024

Source: Constructed by the author based on data from [10].

The data presented in Table 2 indicate a gradual expansion of the range of e-democracy tools and an increase in their practical use in Ukraine. Electronic petitions, introduced in 2015, remain one of the most common mechanisms of public participation. In 2023, 1,196 petitions were supported, indicating a high level of public involvement in the process of forming administrative decisions. The “Action.Poll” platform, which has been operating since 2022, demonstrates particularly high activity rates. Up to 2.1 million citizens participated in digital surveys, which confirms the growth of trust in electronic forms of interaction with the state. Stable dynamics also characterize the activities of the E-DEM platform. During the study period, more than 31.6 thousand appeals were submitted through the system, confirming the effectiveness of digital channels at the local level. The public budget plays an important role in the development of e-democracy. In 2024, funding for public participation projects in the city of Kyiv amounted to UAH 250 million, almost five times the initial stage funding for this tool. This indicates a gradual institutional consolidation of mechanisms for citizen participation in the budget process.

Thus, the increased use of e-democracy tools is gradually changing governance approaches in the public sector. Government bodies are becoming more open to communication, responding faster to citizens’ appeals, and using digital channels more actively in their work. This affects both the internal organization of activities and the style of management decisions.

At the same time, digital changes in Ukraine are occurring unevenly. In some regions, electronic services are actively developing and widely used, while in others these processes are progressing more slowly. The level of Internet access, the population’s digital skills, the technical support available to communities, and the training of government employees vary. Such differences directly affect the possibilities of implementing organizational changes at the local level. Where the digital infrastructure is better developed, management reforms are implemented faster and produce more tangible results. At the same time, in less prepared communities, digital transformation is often limited to individual projects, with no systemic impact. In this regard, it is advisable to analyze the regional features of digital development in Ukraine using the generalized indicators of the digital transformation index for communities (Table 3). This allows us to assess the actual state of territorial digitalization and identify areas for improving the management of organizational change at the local level.

The results of the data analysis in Table 3 demonstrate significant differences in the level of digital development across regions of Ukraine. The indicators for individual components vary significantly by region, affecting the feasibility of implementing organizational changes at the local level. The highest indicators of the digital economy were recorded in Kharkiv (114), Lviv (63), Poltava (61), Cherkasy (61) and Sumy (58) regions. This indicates a relatively high level of development in digital business, e-commerce, and innovation. At the same time, the lowest values are observed in Donetsk (2), Luhansk (2), Khmelnytskyi (6) and Volyn (9) regions. This situation limits the prospects for building a modern digital economy and complicates the implementation of management reforms. The highest level of

digital skills was recorded in Rivne (99), Kharkiv (97), Lviv (86) and Ternopil (86) regions. This indicates a high level of readiness of the population to use electronic services. The lowest indicators are in Zhytomyr (32), Khmelnytskyi (33) and Donetsk (41) regions. An insufficient level of digital competencies is one of the key obstacles to effective change management in these regions.

Table 3. Regional indicators of digital transformation in Ukraine by development components (community digital transformation index)

Region	Digital economy	Digital skills	Digital infrastructure	Digitalization of public services	Digitalization of communities	Integral index
Vynnytska	12	66	56	53	33	33
Volynska	9	68	62	61	33	33
Dnipropetrovska	41	68	73	47	24	24
Donetska	2	41	28	45	17	17
Zhytomyrska	26	32	77	54	41	41
Zakarpatska	50	50	65	63	39	39
Zaporizka	48	54	29	51	14	14
Ivano-Frankivska	27	58	46	57	31	31
Kyivska	48	77	68	71	39	39
Kirovohradska	29	77	68	52	15	15
Luhanska	2	41	37	38	14	14
Lvivska	63	86	64	72	53	53
Mykolaivska	45	49	52	42	31	31
Odeska	53	75	52	56	34	34
Poltavska	61	51	62	61	39	39
Rivnenska	25	99	65	59	31	31
Sumska	58	65	55	50	34	34
Ternopil'ska	14	86	64	64	32	32
Kharkivska	114	97	60	65	41	41
Khersonska	38	49	40	56	31	31
Khmelnytska	6	33	50	46	32	32
Cherkaska	61	77	56	52	15	15
Chernivetska	16	58	46	57	30	30
Chernihivska	21	65	55	59	30	30

Source: Constructed by the author based on data from [2; 9].

The most developed digital infrastructure is in Zhytomyr (77), Dnipropetrovsk (73), Kyiv and Kirovohrad (68 each), and Zakarpattia (65) regions. The lowest indicators are recorded in the Donetsk (28), Zaporizhzhia (29), and Luhansk (37) regions, which limit residents' access to digital services and complicate the implementation of electronic governance.

The highest level of digitalization of public services is observed in Lviv (72), Kyiv (71), Kharkiv (65) and Ternopil (64) regions. Instead, the lowest values were recorded in the Luhansk (38), Mykolaiv (42), and Donetsk (45) regions, indicating limited availability of electronic services for the population.

The leaders in terms of the level of digitalization of communities were Lviv (53), Zhytomyr and Kharkiv (41 each), and Kyiv, Zakarpattia, and Poltava (39 each). The lowest indicators remain in the Zaporizhzhia (14), Luhansk (14), Kirovohrad (15), and Cherkasy (15) regions, indicating weak institutional readiness in these communities for digital change.

According to the integral index, the leaders are Lviv (53), Zhytomyr and Kharkiv (41 each), Kyiv, Zakarpattia and Poltava (39 each) regions. The lowest values were recorded in the Zaporizhzhia (14), Luhansk (14), Kirovohrad (15), Cherkasy (15), and Donetsk (17) regions. The difference between the maximum (53) and minimum (14) values is almost 40 points, indicating significant regional asymmetry in digital development. Summarizing the results of the analysis, we conclude that the most favorable conditions for managing organizational changes are present in the Lviv, Kharkiv, Kyiv, and Poltava regions. These regions combine developed infrastructure, sufficient digital skills, and active use of electronic services.

At the same time, in the eastern and some central regions, digital transformation remains fragmented. Limited resources, weak infrastructure, and personnel problems reduce the effectiveness of administrative changes.

Further, state policy in the field of digitalization should aim to reduce regional disparities, develop human capital, and support communities with low levels of digital readiness. At the same time, the study identifies several problems and limitations that complicate the management of digital change in the public administration system.

First, attention should be paid to technological factors that affect the pace of digital transformation. Many regions still face difficulties accessing high-speed Internet, especially in rural areas and remote communities. The level of development of digital infrastructure remains uneven, limiting the use of electronic services. This leads to digital inequality across population groups and territories. Social and personal factors play an important role. A significant part of the population, especially older people, has limited digital skills and experiences difficulties in using electronic services. Even with access to technical capabilities, such citizens often do not use digital tools in everyday life. In addition, among government employees, resistance to change is often observed, associated with the habit of traditional working methods and fear of additional workload.

A separate group of obstacles to digitalization is institutional and security problems. The active use of digital platforms increases the risk of cyberattacks, unauthorized access to information, and the leakage of personal data. In modern conditions, the likelihood of manipulating public opinion through digital communication channels is also increasing. At the same time, the legal framework for regulating digital processes does not always keep pace with technological development, complicating the implementation of individual innovative solutions.

Thus, the combination of technological, social, and institutional constraints hinders the formation of a holistic system for digital change management. Overcoming these problems requires a comprehensive approach that combines infrastructure development, increased digital literacy, improved management practices, and strengthened information security. Given the analysis results, it is advisable to identify the main areas for improving organizational change management in the context of digital transformation. The areas proposed in Table 4 are based on assessments of indicators of digital readiness of the population, institutional capacity of government bodies, regional development, and the level of e-participation.

Table 4. Summary of areas for improving digital change management in public administration

Direction	Main problems (according to the analysis results)	Analytical indicators	Expected management effect
Developing digital leadership	Insufficient level of managerial competencies, uneven development of regions	EGDI, regional index, HCI	Improving the quality of strategic decisions, accelerating the implementation of reforms
Strengthening digital culture	Low level of digital skills of certain population groups, resistance to change	Global Findex, HCI, and regional data	Increasing staff involvement, reducing resistance to innovation
Inclusive digitalization	Digital inequality between regions and social groups	TII, Findex, regional indicators	Expanding access to electronic services, increasing social justice
Institutional coordination	Fragmentation of digital projects, weak interaction of authorities	EGDI, OSI, Open Data Maturity	Coherence of management decisions, efficient use of resources

Source: Author's own development.

Improving the effectiveness of digital change management requires a systemic approach that focuses not only on technological solutions but also on developing managerial potential and organizational culture. The development of digital leadership is key to ensuring the coherence of reforms at the national and regional levels. High EGDI indicators and uneven regional development highlight the need to strengthen government leaders' management training. Strengthening digital culture aims to overcome personal and social constraints. Global Findex and HCI data confirm that insufficient digital skills remain a limiting factor for effective use of electronic services. Inclusive digitalization aims to reduce digital inequality between territories and social groups. Analysis of TII indicators and regional indices demonstrates the need for targeted support for communities with a low level of digital readiness. Institutional coordination ensures the coherence of digital initiatives and prevents duplication of functions. Ukraine's high results in Open Data Maturity and OSI create the prerequisites for the further development of integrated management platforms. In summary, we conclude that implementing these areas will contribute to the development of a sustainable

organizational change management system focused on the public sector's long-term digital development.

6. Conclusions

Based on the research, the digital transformation of public administration in Ukraine is accompanied by active organizational changes across management processes, the service delivery system, and citizen interactions.

1. It was found that the growth of e-government, e-participation, and the development of online services create favorable conditions for the implementation of management innovations. Still, the level of digital readiness remains uneven across regions.

2. It is proven that increasing the level of digital skills of the population and the development of digital infrastructure contribute to a more active use of electronic services and increase the efficiency of management decisions.

3. It was found that the development of e-democracy tools has a positive effect on the openness of government bodies and stimulates internal organizational changes.

Recommended measures include developing managerial competencies, strengthening digital culture within government bodies, improving coordination between state and local structures, expanding access to digital infrastructure, and reducing regional disparities in digital development.

Further research should focus on assessing the effectiveness of digital change management in the context of post-war recovery, examining the impact of digital solutions on the quality of public services, and developing practical models for adapting government bodies to new technological challenges.

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