

Journal Scientific and Applied Research, Vol. 30, 2026
International Journal

ISSN 1314-6289 (Print)
ISSN 2815-4622 (Online)

Original Contribution

PUBLIC ADMINISTRATION AS AN ELEMENT OF NATIONAL SUSTAINABILITY IN A CHANGING GEOPOLITICAL ENVIRONMENT

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Abstract: *The article examines the role of public administration as a key determinant of national resilience in the context of a rapidly changing geopolitical environment. The analysis focuses on contemporary security challenges such as armed conflicts, hybrid threats, cyber risks, energy insecurity, and disinformation campaigns. A conceptual framework is developed, linking public administration capacity with national resilience and security. The study highlights the increasing importance of institutional coordination, crisis management capacity, digital transformation, and strategic communication. The findings confirm that public administration is not only an implementing mechanism of state policies but also a central pillar of resilience and national security in conditions of systemic uncertainty.*

Key words: *Public administration, National resilience, National security, Crisis management, Hybrid threats, Cybersecurity, Geopolitical environment.*

1. Introduction

The beginning of the 21st century has been characterized by profound transformations in the international security system, significantly affecting the functioning of states and their institutions. Globalization, technological development, increasing interdependence among states, and the emergence of new forms of threats have altered traditional concepts of security and necessitated a reassessment of the mechanisms for ensuring it. In a dynamic and increasingly unpredictable security environment, a state's ability to respond effectively to crises and maintain the resilience of its institutions has become a key factor in protecting national interests.

In recent years, the international security environment has undergone significant changes driven by growing geopolitical competition, the intensification of regional conflicts, and the development of hybrid forms of confrontation. The war in Ukraine has had a substantial impact on the European and global security architecture, testing the ability of European states to respond to complex crises and ensure the resilience of their political, economic, and social systems. The conflict has resulted in serious consequences for the security of the European continent, including changes in defense policies, energy disruptions,

increased migration pressures, and a heightened need for coordination between national institutions and international organizations.

Alongside traditional military risks, the spectrum of non-traditional threats affecting state stability has expanded. Among these, hybrid threats occupy a prominent place, combining political, informational, economic, cyber, and other instruments of influence aimed at weakening institutional capacity and undermining public trust. Hybrid actions are often conducted below the threshold of open military conflict, making them difficult to identify and counter. In this context, cyberattacks against government institutions, critical infrastructure, and information systems have become one of the most serious risks to national security.

At the same time, disinformation campaigns and information operations are gaining increasing importance as tools for influencing public attitudes, political processes, and institutional legitimacy. The spread of manipulative content through digital platforms creates conditions for the erosion of public trust in state institutions and complicates decision-making processes. These trends require public administrations not only to develop the capacity for timely risk identification but also to establish effective mechanisms for strategic communication and information management.

Energy insecurity also represents a significant challenge for states, increasingly acquiring a geopolitical dimension. Disruptions in supply chains, instability in international energy markets, and dependence on external sources of energy resources create conditions for economic and social disturbances. In such an environment, the effective functioning of public administration is crucial for developing and implementing policies aimed at mitigating the negative consequences of crises and ensuring social stability.

These developments have led to a shift in the understanding of national security, which is increasingly viewed through the lens of national resilience. In contemporary academic research and strategic documents of the European Union and NATO, resilience is defined as the ability of a state and society to prevent, absorb, adapt to, and recover from the effects of various types of crises and threats. This concept extends beyond the traditional dimensions of defense and security by encompassing a broad range of institutional, economic, social, and technological factors.

In this context, public administration has emerged as one of the fundamental pillars of national resilience. Through its functions of strategic planning, risk management, interinstitutional coordination, and public service delivery, it plays a key role in maintaining the normal functioning of the state during crisis situations. The effectiveness of administrative structures directly influences the state's ability to respond promptly to emerging threats, ensure continuity of governance processes, and protect vital public systems.

The significance of public administration is further enhanced by the need to develop a comprehensive approach to security based on cooperation among various institutions, levels of governance, and societal actors. Contemporary crises are characterized by a high degree of complexity and interdependence, requiring coordinated actions among state administration, local government authorities, security structures, the private sector, and civil society. Therefore, the development of administrative capacity and organizational resilience has become a strategic priority for every state seeking to ensure its security and stability.

The relevance of the present study stems from the need to analyze the role of public administration in the processes of building and maintaining national resilience in a complex and evolving geopolitical environment. Examining this issue is particularly important in the context of increasing risks and challenges facing public governance, which require new approaches to the organization and functioning of the public sector.

The aim of this study is to analyze the role of public administration as a key element of national resilience in the context of a changing geopolitical environment.

To achieve this aim, the following five research objectives have been formulated:

First objective: To clarify the nature and content of the concept of "national resilience";

Second objective: To analyze the impact of contemporary geopolitical processes on the functioning of public administration;

Third objective: To assess the role of public administration in crisis, risk, and emergency management;

Fourth objective: To identify the main challenges to administrative resilience;

Fifth objective: To propose guidelines for enhancing the capacity of public administration within the context of national security.

The methodological framework of the study includes the application of a set of complementary scientific methods. Through the analysis of academic literature, existing theoretical approaches regarding national resilience and the role of public administration within the security system are examined. Documentary analysis enables the study of strategic documents, legal acts, and policies at both national and international levels. Comparative analysis is used to identify good practices and trends in the development of administrative systems in different countries.

The application of the systems approach makes it possible to examine public administration as an integral part of the national security system, whose effective functioning is essential for the sustainable development and stability of the state.

2. Theoretical Aspects of National Resilience

2.1. Nature and Characteristics of National Resilience

Over the past decades, the concept of national resilience has become one of the key notions in both the theory and practice of security. Changes in the international environment, characterized by increasing uncertainty, interdependence, and complexity of risks, have necessitated a reassessment of traditional approaches to national security. Whereas in the past the primary emphasis was placed on the military protection of the state and countering external threats, contemporary conditions require a broader understanding of security, encompassing the ability of the state and society to function effectively in times of crises and disruptions.

The concept of resilience originates from the natural sciences, where it was initially used to describe the ability of a system to restore its equilibrium after being affected by external factors. Gradually, the concept found application in the social sciences, economics, risk management, and security studies. In the contemporary context, national resilience is understood as the ability of the state, its institutions, and society to prevent, withstand, adapt to, and recover from the effects of various threats and crises.

The development of the concept is closely linked to the processes of globalization and the emergence of new transnational risks. The terrorist attacks of the early twenty-first century, the global financial crisis, the COVID-19 pandemic, growing cyber threats, and the military conflict in Ukraine have demonstrated that security cannot be guaranteed solely through military means. Increasing importance is attached to factors such as institutional resilience, the reliability of critical infrastructure, the effectiveness of public governance, and society's capacity to respond to emergencies.

In the academic literature, national resilience is viewed as a dynamic process rather than a static condition. It implies not only the ability to recover after crisis events but also the capacity to adapt to new circumstances and transform existing governance mechanisms. In this sense, resilience represents a comprehensive characteristic of the state encompassing political, administrative, economic, social, informational, and technological dimensions.

Particularly significant contributions to the development of the concept have come from the approaches adopted by the European Union and NATO. In the strategic documents of the European Union, resilience is regarded as a fundamental element of the ability of Member States to cope with crises and challenges affecting societal security and stability. The European approach emphasizes the development of resilient institutions, the protection of critical infrastructure, the advancement of digital security, and the strengthening of public trust. An important aspect is also the ability to coordinate effectively between national administrations and European crisis management mechanisms.

NATO likewise considers resilience a fundamental component of collective security. Within the Alliance, resilience is defined as the ability of states to maintain the continuous functioning of essential governmental and societal systems during crises, conflicts, and hybrid threats. Particular emphasis is placed on the resilience of public governance, energy security, communication systems, transportation, public health, and civil preparedness for emergency response.

Contemporary studies identify several key components of national resilience.

First, institutional resilience refers to the ability of state institutions to perform their functions regardless of emerging crises. It includes effective governance, administrative capacity, a clear distribution of responsibilities, and the existence of decision-making mechanisms for emergency situations.

Second, economic resilience reflects the ability of the national economy to overcome disruptions and maintain stable functioning during crises. It is associated with resource diversification, financial stability, and the protection of strategic economic sectors.

Social resilience represents the capacity of society to preserve cohesion, trust, and social stability in times of emergencies. Public trust in institutions, social solidarity, and civic engagement are of particular importance.

Cyber and informational resilience are becoming increasingly important elements of national security. In the context of digitalization, the protection of information systems and the ability to counter cyberattacks and disinformation campaigns have acquired strategic significance.

All of these components are interconnected and collectively shape the overall capacity of the state to respond to contemporary security challenges.

2.2. Relationship between National Security and Public Administration

National security and public administration are closely interconnected categories whose interaction has become increasingly important in a complex and dynamic security environment. Contemporary risks and threats require not only the existence of specialized security structures but also an effectively functioning administrative system capable of ensuring coordination, governance, and resilience of state processes.

Public administration serves as the primary instrument for implementing state policy in the field of security. Through its managerial, coordinating, and supervisory functions, it ensures the functioning of institutions, the delivery of public services, and the maintenance of public order. In this regard, the quality of administrative governance directly affects the state's ability to guarantee its security.

One of the most significant factors determining the relationship between national security and public administration is institutional capacity. This refers to the ability of state institutions to formulate policies, manage resources, and perform their functions effectively and sustainably. In the context of national security, institutional capacity is manifested through the administration’s ability to identify risks, plan measures for their mitigation, and organize an adequate response to crisis situations.

An important element of institutional capacity is the availability of qualified human resources. The professionalism, competence, and adaptability of public servants are essential prerequisites for the effective functioning of the administrative system. In an environment characterized by rapidly evolving threats, public administration must continuously develop the expertise of its personnel through training, specialization, and the implementation of best practices.

Administrative effectiveness is also of crucial importance for national resilience. It is expressed through the ability of institutions to utilize available resources optimally in order to achieve established objectives. An effective administration is capable of making timely decisions, responding adequately to crises, and ensuring the continuity of public services. Under emergency conditions, delays in administrative processes or a lack of coordination may lead to significant negative consequences for security and public order.

The digitalization of administrative processes has become a key factor in enhancing administrative effectiveness. The implementation of e-government, automated information systems, and mechanisms for data exchange between institutions improves the state's capacity to respond to crises and manage complex processes in real time.

Interinstitutional coordination also plays a particularly important role in national security. Contemporary crises typically affect multiple sectors of society simultaneously, requiring interaction among various administrative structures and public authorities. Effective coordination facilitates information sharing, harmonization of actions, and the optimal utilization of available resources.

Interinstitutional cooperation is especially important in managing crises caused by natural disasters, cyberattacks, energy disruptions, or hybrid threats. Successful responses to such risks depend on the ability of different institutions to act as a unified system based on clear mechanisms for communication and coordination.

Therefore, public administration should not be viewed merely as an executive mechanism for implementing state policy, but rather as a strategic element of the national security system. Its institutional capacity, administrative effectiveness, and coordination capabilities constitute essential prerequisites for building a resilient state capable of addressing the challenges of the contemporary geopolitical environment.

Key elements of the model of administrative and institutional sustainability

1. The geopolitical environment is the external factor that generates risks and challenges: the war in Ukraine; tensions in the Black Sea region; hybrid operations; migration pressure; cyber threats; and energy insecurity. These factors impact the state and require an institutional response.

2. Public Administration (central element of the model) - This is the core of the model. The administration performs five key functions:

Strategic planning: risk analysis; forecasting; policy development.

Coordination: inter-agency cooperation; resource management; information sharing.

Crisis management: prevention; preparedness; response; recovery.

Communication: informing the public; countering disinformation.

Control and monitoring: performance evaluation; risk management.

3. The model proposes four dimensions of resilience.

Institutional resilience has the following indicators: quality of governance; administrative capacity; regulatory stability; leadership.

Economic resilience, which considers the following three indicators: financial stability; budgetary preparedness; protection of critical sectors.

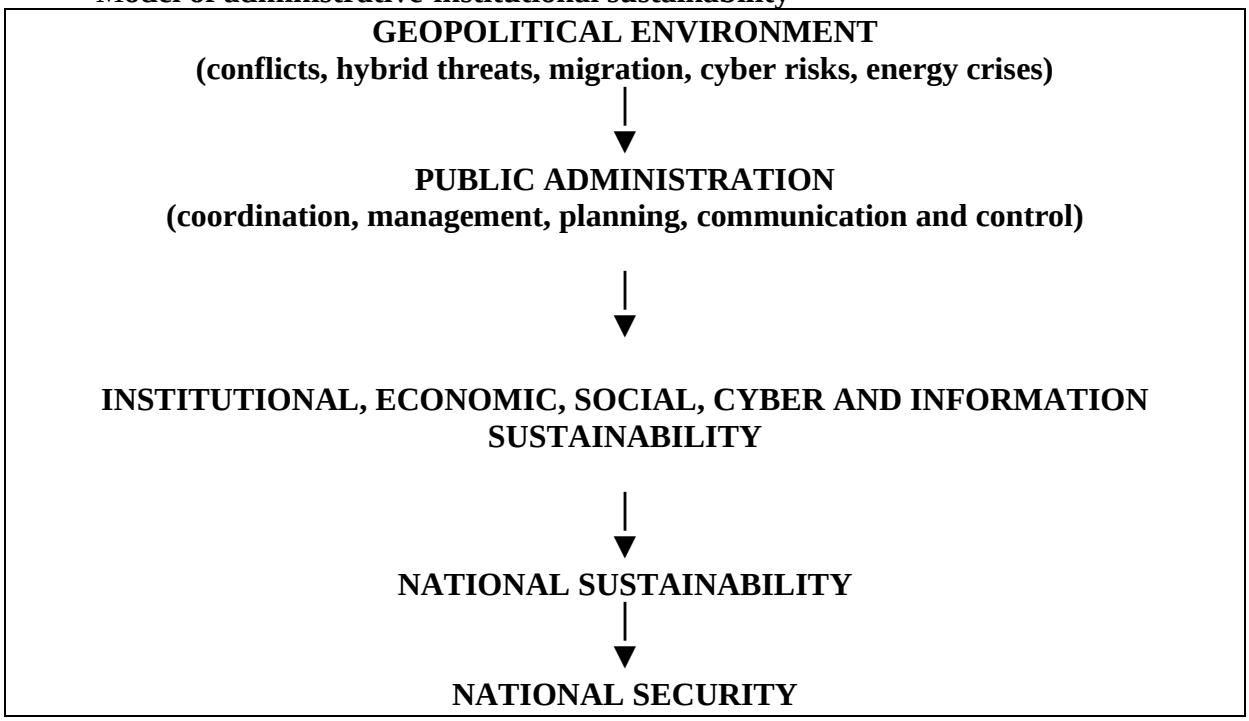
Social resilience: public trust; social cohesion; civil preparedness.

Cyber and information resilience: cyber defense; digital infrastructure; resilience against disinformation.

4. National resilience is the result of the interaction between the four dimensions and can be defined as: the ability of the state and society to maintain their functioning, adapt, and recover following the impact of crises and threats.

5. National security is a consequence of the level of national resilience achieved—the higher the resilience of institutions and society, the higher the level of security.

Model of administrative-institutional sustainability



Scientific contribution of the model: I propose an author's model of administrative-institutional resilience, which considers public administration as an integrating element between the main dimensions of national resilience – institutional, economic, social and cybernetic. The model substantiates the thesis that administrative capacity is a key factor in transforming the resources of the state into real national resilience and security.

3. Conclusion

This study examines the role of public administration as a key factor in building and maintaining national resilience in an increasingly complex and dynamically changing geopolitical environment. In the course of the analysis, the main characteristics of the modern security environment were identified, including growing geopolitical instability, the war in Ukraine, the expansion of hybrid threats, energy crises, migration processes and increasing cyber risks. These factors clearly outline the trend towards the multidimensional nature of modern threats, which have a simultaneous political, economic, social and informational impact on countries.

As a result of the research, it was found that the public administration plays a central role in the process of transforming national security into the concept of national resilience. Through its functions of crisis management, institutional coordination, strategic planning and provision of public services, the administration has established itself as the main mechanism for ensuring the continuity of state governance in times of crisis. Of particular importance is

its ability to function effectively in all phases of the crisis cycle – prevention, preparation, response and recovery.

The analysis confirms the main research thesis that public administration is a key guarantor of national resilience. Its effectiveness significantly determines the ability of the state to prevent, absorb and overcome the consequences of various threats. In this context, institutional capacity, administrative efficiency and interinstitutional coordination stand out as critical factors for the functioning of the national security system.

Of particular importance is the institutional stability, which manifests itself as the ability of state structures to preserve their functions and ensure the stability of management processes regardless of external and internal shocks. It is a major component of national resilience and directly affects the level of national security. In this sense, it can be concluded that the security of the modern state is less and less dependent solely on traditional defense instruments and is increasingly determined by the quality and effectiveness of public administration.

The study highlights that the transformation of the geopolitical environment requires new approaches to the organization and functioning of public administration, including the development of digital capacities, strengthening cyber resilience, improving inter-institutional coordination and introducing adaptive governance models. In this context, the proposed guidelines for increasing administrative resilience represent a practically-oriented framework for future reforms in the public sector.

With regard to future research, several promising areas stand out. Firstly, an in-depth study of the role of digital transformation and artificial intelligence in crisis management and increasing administrative efficiency is needed. **Secondly**, the analysis of the interaction between public administration and the private sector in the context of public-private security partnerships is of significant interest. **Thirdly**, future research can focus on measuring administrative resilience by developing quantitative and qualitative indicators allowing for comparative analysis between different countries.

In conclusion, it can be summarized that public administration occupies a strategic place in the architecture of national security. Its role as an integrating and coordinating mechanism between the different dimensions of national resilience makes it the main guarantor of the stability and functioning of the modern state in the context of growing global uncertainty.

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