

## Problems of public administration in the context of global security transformations: Integrative review

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**Abstract.** The relevance of this study is driven by profound transformations in the global security environment, the intensification of geopolitical instability, the proliferation of hybrid threats, and the expansion of digital challenges, all of which significantly reshape the operating conditions of national public administration systems. The purpose of the study was to provide a comprehensive analysis of the impact of global security megatrends on public administration and to substantiate the agile approach as an effective governance response to contemporary challenges. The methodological basis of the study relied on an interdisciplinary review of academic sources and a conceptual synthesis of approaches from public administration, security studies, resilience theory, and adaptive governance. The paper analysed key global security megatrends, including digitalisation, globalisation, geopolitical shifts, economic disruptions, and hybrid threats, and identified their cumulative effects on the transformation of public administration paradigms. The findings demonstrated that conventional bureaucratic models are increasingly inadequate in environments characterised by high uncertainty, multidimensional risks, and rapid change. The study highlighted the growing importance of adaptability and resilience as core attributes of contemporary public administration. Drawing on international studies

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and empirical cases, including examples from Africa, Indonesia, and European countries, the analysis showed that agile public administration contributes to improved public service delivery, enhanced decision-making capacity, and greater institutional responsiveness to hybrid and geopolitical challenges. Agile governance was conceptualised as an integrative management model that combined digital transformation, cross-sectoral collaboration, and citizen-oriented service design. The practical significance of the study lies in its applicability to the development of public administration reform strategies and the implementation of agile governance approaches within public sector institutions operating under conditions of contemporary global security transformation

■ **Keywords:** state administration; economic security; military security; globalisation; agile governance

## ■ Introduction

The global security situation in the field of public administration is complicated, characterised by classic dangers like interstate conflict and transnational concerns like cybersecurity, climate change, and pandemics. This necessitates a shift in public administration from a solely military perspective to a more flexible, interdisciplinary, and collaborative strategy that considers human security, developing technologies, and international cooperation. To manage these dynamic risks, public administrators must be proactive and strategic, while also retaining citizen trust and responding to non-state actors' expanding impact. Under conditions of globalisation, not only contradictory but also mutually exclusive processes are unfolding. On the one hand, there is a growing democratisation of public life, the deepening interdependence of countries and peoples, and the expansion of humanity's technological and information capabilities. But on the other hand, it is undeniable that the threats, challenges, and risks directly associated with globalisation outweigh all its achievements in many regions of the world. These include the rise of terrorism, hybrid wars, environmental problems, illegal migration, etc. In this landscape, the role of public administration in ensuring state security is becoming increasingly more crucial, which implies shaping new comprehension of public administration problems in the context of global security transformations.

Y. Papadopoulos (2025) described current-stage transformation as moving "from public to transnational administration". According to the researcher, policymaking is frequently the result of multiscale interactions across global, regional, national, and subnational decisional levels. This has not gone ignored among public administration (PA) scholars. PA research began to push beyond the confines of "methodological nationalism", which holds the nation-state to be the most fundamental (and even natural) structuring principle of social and political relations.

As J.M. Ramirez & J. Biziewski (2020) claimed, not just individual regions, but the world as a whole was finding itself in a state of growing imbalance between prosperity and backwardness, tolerance and conflict, post-industrialism and traditionalism in lifestyle. Apparent stability is in fact deceptive, harbouring within it the seeds of tectonic shifts that could simultaneously upend all familiar notions and reference points. The researchers emphasised that these alarming processes are manifesting themselves in the political life of both individual

countries and the global community as a whole. They are reflected in the work of national governments and are initiating the creation of new official structures and informal movements.

Z. Han & M. Papa (2022) in their study presented the evidence that the number of participants in international relations was growing dramatically. Geopolitical stability was being challenged, and calls for more inclusive, multipolar, and reform-oriented approaches are growing as a result of the end of the Cold War, the emergence of multipolarity, the inefficiency of existing institutions, and new technological threats. The reinterpretation of security beyond state defence to encompass human security, the incorporation of digital technologies, and the rise of organisations such as the BRICS as a force promoting a new, more sovereign-based international structure are important components of this shift.

Some scholars focused their research on the analysis of PA's future challenges. The paper by T. Christensen & P. Lægreid (2025) discussed the future theoretical, theoretical, empirical, and normative problems for public administration as a research area. Theoretically, it advocated for merging organisational and institutional approaches that address theories at the meso-level while taking context into account, and stronger linkages to political science that address accountability issues and the time dimension. Furthermore, based on empirical research, the authors argued for studying public administration as "living" political organisations from a design perspective, addressing decision-making in public administration but also delving deeper into the effect chain, and studying multilevel governance and the relationships between public administration and other institutional domains.

According to P. de Santayana (2025) the prevailing belief in Western cultures that war was a thing of the past, it was brought about by the conclusion of the Cold War, the fall of the communist regime, and the subsequent success of the liberal-democratic model. Three decades later, the global landscape was completely different: nuclear weapons have reclaimed their lost importance, war has retaken the forefront of international relations, and Europe faces the possibility of a worrying escalation. The wars in the Middle East and Ukraine have damaged the US-led international order, alienated the Global South from Western leadership, and brought China and Russia, two revisionist countries, closer to North Korea and Iran.

Ukrainian researchers R. Shchokin *et al.* (2023) aimed to investigate the function of public administration in guaranteeing national security in the framework of strategy development and implementation. The findings showed that Russia's actions have exacerbated the security situation in European and transitional nations, reducing the efficacy of public administration in protecting state security. The researchers underlined that Ukraine's Fragile State Index has reached a critical level in 2023, emphasising the importance of taking prompt action to counter threats. Another team of Ukrainian scholars – H. Mykhalchenko *et al.* (2025) – in their recent research explored Ukraine's public administration within the context of global challenges, focusing on war, digital transformation trends, migration, and economic instability. The study emphasised the necessity of systemic, integrated approaches to sustain effective governance in ever evolving global environment.

All these facts testify to the increasing complexity of the structure of global security as an external environment for national public administration domains. With an emphasis on resilience, security governance, and the integration of non-state actors and networks, the evolving global security architecture has a substantial impact on national public administration and necessitates the development of new, proactive, flexible, and digitally driven paradigms. To effectively address changing, multi-domain security challenges, such as cyber threats, economic instability, and geopolitical shifts, public administrations must modernise institutional and regulatory frameworks, adopt strategic thinking and cross-sectoral coordination, and utilise digitalisation. In light of this, this paper aimed to contribute to the integrative scientific discourse analysing new roles, challenges, and prospects of public administration within the context of new global security vectors and paradigms.

During the study, the authors used methods of systems analysis, generalisation, classification, systemic, and structural and functional approaches. The authors drew on a civilisational approach to studying social phenomena. The main tool of research was integrative literature review (Cronin & George, 2020). The process of finding and screening was carried out within the following scientometric databases (libraries): ScienceDirect, Wiley, MDPI, ResearchGate, Emerald Insight. The array of inquires included: global security, global security transformation, global security and public administration, impact of global security landscape on nation-scale governance. Criteria of inclusion the entry into final sample implied the presence of empirical research/thorough theoretical study/systematic review/report/case study, time frame 2010-2025, peer-reviewed or monographic publications, English as a language of publication. Data analysis was conducted using the integrative review technique, which allowed for a comprehensive literature synthesis that included findings from various research methodologies.

## ■ Global security trends and paradigm shifts in public administration

In the third decade of the millennium, there is already rather solid array of discussions narratives and scholarly studies devoted to correlations between transformation of global security architecture and national public administrations functioning and development. The shift from an internal and introverted approach to PA in the era of New Public Management to large issues of global governance, legitimacy, resilience, and a stronger focus on large external forces and mega-trends like fiscal austerity, digitalisation and technological changes, migration and demographic changes, climate change, societal security, international relations, and globalisation is one important future trajectory that is required (Kusumasaki *et al.*, 2023; Wei *et al.*, 2024). Additionally, transdisciplinary public administration research is becoming more popular (Meijer & Ettlinger, 2025). This academic approach enables the creation of a conceptual model of transdisciplinary knowledge integration in the public sector that identifies obstacles and offers solutions. Key aspects of existing narratives can be briefly summarised as shown in Table 1. Thus, it can be seen that in the sphere of public administration, new paradigms shift from old bureaucratic models to more collaborative, citizen-centric, and technologically driven approaches with an emphasis on governance, digitisation, sustainability, and public value. Multi-level governance, flexibility, performance management, transparency, and equity are important tenets that frequently use data and public input to provide more efficient and responsive services. The active digitalisation and digital transformation of public administration is a new “window to opportunities” that can provide society and public authorities with new ways to increase trust and transparency. However, new challenges arise. According to A. Baimenov & P. Liverakos (2025), public administration needs more coordination, technological innovation, and adaptive governance in the new security environment, which is moulded by complexity such as hybrid threats and cyberattacks. This entails encouraging openness, changing governmental institutions, funding the training of leaders, and putting data-driven security plans into action. To create more robust and efficient national security systems, important tactics include enhancing cybersecurity, bringing domestic laws into compliance with international norms, and fostering international collaboration. Studies by C. Yang *et al.* (2024) highlighted the crucial role of coordinated digital transformation efforts in enhancing overall efficiency. According to S. Eom & J. Lee (2022), government digital transformation was accelerated in response to the challenges posed by the COVID-19 pandemic due to the rapid development of digital technologies, which contributed to innovative effectiveness. However, it has also brought forth a number of difficulties, paradoxes, and ambiguities.

**Table 1.** Global security transformation impact on national public administrations: Literature narratives summarising

Key drivers of transformation	Impact on national public administration	Challenges and recommendations
Multi-domain environment: integrated methods are necessary as security threats increasingly emerge across the digital, information, and physical domains	Transition from reactive to proactive management: to foresee and avert dangers to security, public administrations must create strategic, forward-thinking methods	Regulatory framework updates: in order to handle emerging challenges and promote efficient governance, states need to update their institutional and legislative frameworks
Geopolitical instability: conventional security models need to be reassessed in light of the emergence of asymmetric threats and changes in the global balance of power	Stress on security governance: to handle complex threats, a move toward collaborative governance frameworks including a range of stakeholders (public, corporate, and civil society) is required	Improving human capital: it is essential to invest in educating managers and public servants about digital technology and strategic thinking
Technological developments: new vulnerabilities and capabilities that affect national security are being created by digitalisation, artificial intelligence (AI), and network technologies	Resilience and adaptability: public administrations must increase their ability to adjust to quickly shifting security environments and strengthen their country's resistance to external shocks	Balancing national sovereignty and collaboration: public administrations must discover flexible methods to participate in international collaboration while maintaining important national powers
Role of non-state players: as non-state players become more involved, innovative methods to security cooperation and adaptable partnership clusters are needed	Digitalisation and innovation: for better public service delivery and efficient decision-making, digital tools and data analysis must be integrated. Cross-sectoral coordination: for a comprehensive security response, coordination across the many branches of government economic, political, informational, etc. must be strengthened	Ensuring accountability and transparency: keeping strategic communications and decision-making transparent is essential to fostering successful collaborations and public trust

**Source:** developed by the authors based on S. Lukman & A. Hakim (2024), A. Baimenov & P. Liverakos (2025), H. Ferdman et al. (2025), I. Piatnychuk et al. (2025)

Thus, the expanding reliance on digital technologies has increased systemic exposure to cyber vulnerabilities, making security risks an inherent by-product of digital transformation in public administration. Cyber threats pose a serious risk, with state and non-state actors increasingly exploiting digital flaws to undermine critical infrastructure, steal sensitive information, and influence political processes. Since cyber threats are so widespread and can attack from anywhere in the globe while remaining anonymous, traditional protection measures are ineffective. As a result, governments are making significant investments in offensive and defensive cyber capabilities, resulting in an “arms race”. In order to preserve the security of critical services, communication networks, and financial systems, governments today must protect both physical and virtual borders. In addition to the serious risks of war, the world is also at risk from unchecked and increasingly powerful AI methods, including the failure to adequately address macroeconomic and financial market vulnerabilities (Kaya, 2024). The increasing sophistication of cyberattacks, as evidenced by ransomware attacks on critical infrastructure, emphasises the necessity of comprehensive cybersecurity measures.

Taken together, these technological, cyber, and systemic risks highlight that contemporary security challenges cannot be understood in isolation from broader global structural processes. Digital vulnerabilities, economic interdependencies, and transnational threats increasingly intersect with globalisation, reshaping the environment in which public administrations operate. The monographic by H. Khan (2018) made an effort to comprehend the difficulties associated with globalisation and public sector governance. Since implementation duties necessitate collaboration between the public and private sectors, the terms

“governance” and “public administration” were used interchangeably throughout the book. The significance of the relationship between the public and private sectors on a national and international scale is implied by globalisation. Therefore, managing all the parties providing government services presents significant issues for public administration. In fulfilling governmental functions, public administration operates within both internal and external environments that are profoundly shaped by globalisation. As a result, global developments increasingly influence public organisations at multiple levels. The researcher looked into how globalisation has affected public sector leadership, sustainability, e-governance, ethics and accountability, and human resource management. Public administration is impacted by globalisation in a number of ways, including the erosion of conventional sovereignty, the rise in efficiency expectations brought about by new public management strategies like privatisation, and the necessity of cross-border collaboration for problems like pandemics and climate change. Additionally, it causes problems including the failure of policies to be implemented because they do not fit local circumstances, the deterioration of social safety nets, and a rise in international inequality (Greminger, 2022; Karolyi et al., 2025).

Overall, security challenges have arisen as a critical geopolitical landscape for public governance, necessitating the development of robust policies and encouraging international cooperation to sustain national and global stability. The rise of cyber threats, terrorism, and international crime has significantly altered the security landscape in an era of unprecedented technological advancements and globalisation. As a result, governments are forced to constantly innovate and adapt to a wide range of complicated and changing risks.



## ■ The era of “hybridity”: New threats and their implications

Against the backdrop of globalisation, digital transformation, and intensifying geopolitical competition discussed above, contemporary security challenges are increasingly characterised by hybrid dynamics that reshape the operating environment of public administration. Threats to public administration in the era of hybridity include information warfare and disinformation campaigns that undermine public confidence, cyberattacks on vital infrastructure, foreign influence and acquisition of sensitive data, and destabilisation due to the blurring of public and private sector boundaries. Significant obstacles include the difficulty in identifying these dangers and the requirement for a more coordinated response from numerous public and private organisations. Evolving of the concept of hybrid warfare gradually led to emerging concept of “hybrid peace” (Wallis *et al.*, 2018), and every nation-state’ PA has to align its functioning with this new reality.

Within the landscape of hybrid threats, careful counter-terrorism plans and vigilant intelligence are required due to the persistent threat of terrorism. From well-planned, massive attacks to isolated incidents, terrorist tactics are always evolving, necessitating a multifaceted approach that includes state-of-the-art monitoring technologies, international intelligence collaboration, and community engagement programmes. Governments are forced to strike a balance between security and individual liberties as a result of this constant monitoring, which regularly leads to heated debates concerning privacy, civil liberties, and the extent of state surveillance.

Transnational crime, which encompasses people trafficking, smuggling of drugs and weapons, and other crimes, complicates the regulatory environment. The interconnectedness of the globalised world is exploited by these crimes, which easily transcend national borders and call for thoughtful, coordinated responses. International law enforcement agencies must collaborate more than ever before, sharing strategies and intelligence, in order to dismantle cross-border criminal networks. However, this necessitates overcoming significant administrative and diplomatic challenges because various countries have different legal systems, objectives, and capacities.

A bright example of new hybrid threats is China’s strategy of “magic weapon”. In a speech in September 2014, Xi Jinping emphasised the value of united front work and political influence initiatives, referring to them as the CCP’s “magic weapons”. Under Xi, the Chinese government has increased its efforts to influence other countries. The targeted governments’ political systems’ integrity and sovereignty could be compromised by China’s foreign influence operations (Brady, 2021). This new latent threat was not fully comprehended by public administrations, but the countries of Five Eyes alliance (a long-standing intelligence-sharing partnership among the United States, the United Kingdom, Canada, Australia, and New Zealand) already manifest concerns and design vectors to counteract.

By modifying political systems, redefining national priorities, altering international norms and standards, and preserving regional stability, China’s rise serves as an illustration of the shifting global power dynamics that have a substantial impact on public governance. First, China’s growing influence challenges established political systems, compelling many countries to reconsider their governance frameworks in the context of China’s state-led development approach. The democratic failures that have taken place globally, particularly in the US and Europe, raise doubts about the fundamentals of governing systems (Saaida, 2023). This paradigm may inspire other nations to adopt it in order to achieve rapid economic growth, as it contrasts with Western democratic norms by combining economic liberalisation with authoritarian governance. Second, each country’s priorities are reshaped when they coordinate their strategies to benefit from China’s economic growth. For instance, nations participating in the Belt and Road Initiative, China’s global infrastructure and investment strategy aimed at enhancing connectivity through transport, energy, and digital networks, alter their economic and infrastructural policies to attract Chinese investment, placing a greater emphasis on connectivity and economic development than on more conventional priorities. These forces are partly responsible for the global political and economic elites’ efforts to create ever-more-comprehensive trade regulation frameworks that lessen the variety of state arrangements.

These developments illustrate that contemporary transformations in public governance are deeply embedded in broader power configurations and cross-border interactions. To systematically interpret such dynamics and their implications for public administration, a geopolitical perspective provides an essential analytical framework. According to M.M.M. Aslam *et al.* (2024), geopolitics can be viewed as a process that facilitates understanding of tensions and conflicts at local, regional, national, and global levels. Actors’ power struggles may also be shown. Public governance may effectively handle these tensions and conflicts with the aid of this understanding. In summary, geopolitics plays a significant role in shaping the strategies and regulations employed by public administration. It provides a lens through which one may see the complex relationships – geography, power, politics, and international relations – that are essential to effective public governance. Therefore, a deeper comprehension of geopolitics can facilitate more clever, perceptive, and effective public governance. An unstable international climate is brought about by wars in the Middle East and Europe, the rise of authoritarian regimes, and continuing hostilities with major countries. Energy shocks and other economic vulnerabilities can be brought on by geopolitical changes, which can lead to instability that puts pressure on governmental regulations and necessitates stronger financial systems. Cross-border transfers and policy changes are influenced by geopolitical interdependence. Furthermore, in order to effectively collaborate with other countries on

common issues, public administration must get past disparities in political and legal frameworks.

Beyond shaping political strategies and regulatory frameworks, geopolitical dynamics also generate profound economic consequences that directly affect governance capacity. These economic disruptions constitute a critical channel through which geopolitical and geoeconomic tensions translate into tangible challenges for public administration. Regional economic, geoeconomic, and geopolitical disputes impede trade, investment, and economic progress. Stable governance is dependent on a strong economy. Regional conflict can affect the economy in both the short and long term. In the near term, infrastructure damage can disrupt services and manufacturing, resulting in employment losses, lower personal incomes, and less revenue for the government. In the affected area, this may exacerbate poverty and inequality. The instability and uncertainty caused by conflict may eventually deter both international and domestic investment, which is evident on the example of Russo-Ukrainian war, Israeli-HAMAS war, and various local conflicts, in particular, on African continent. This lack of investment may hinder economic recovery and growth even after the conflict is gone. Furthermore, because skills and expertise may be lost or underutilised as a result of people being relocated during conflicts, human capital may be depleted (Ladreit *et al.*, 2024).

Disruptions of trade routes can affect the region immediately, but they can also have a significant effect on nearby countries that rely on them for import and export. This could affect these countries' economies by causing shortages and price increases for goods. Furthermore, the government's ability to uphold peace and provide services may be jeopardised by the economic disruptions caused by conflicts. Governments depend on a growing economy for revenue, and its disruption may limit their ability to provide public services, infrastructure, and social welfare. This might further destabilise the region by making people lose trust in the administration.

In particular, conflicts in Africa are fuelled by complicated problems including political marginalisation, governance difficulties, and winner-take-all politics, which are frequently made worse by rivalry for resources and outside intervention. Conflicts often arise in autocratic or semi-authoritarian states, while violent extremist groups frequently impact democratic countries. Public management is a significant influence. Although external responses have frequently been insufficient because of a one-size-fits-all or Western-centric perspective, effective public administration and non-military techniques are essential for handling crises. Taken together, hybrid security threats, geopolitical power shifts, and conflict-induced economic disruptions expose the growing vulnerability of public governance systems, underscoring the need for adaptive, coordinated, and resilient public administration responses in an increasingly complex and unstable global environment.

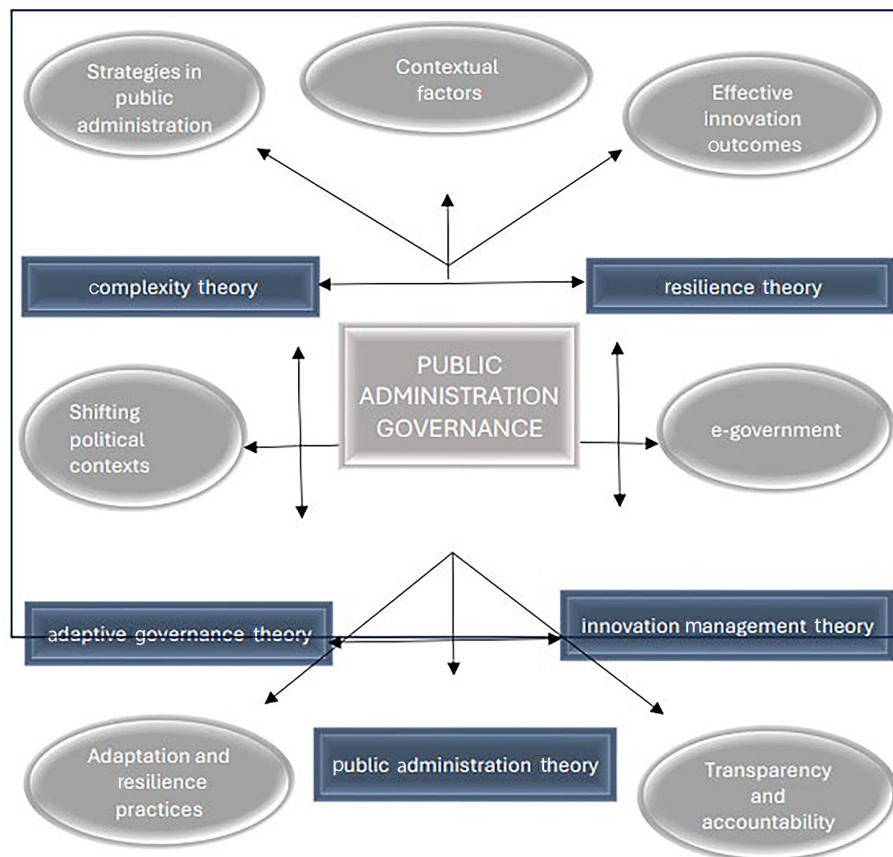
### ■ Adaptive, resilient, and agile public administration in the era of hybridity

Conditions in which regional conflicts, economic shocks, and demographic shifts overlap are particularly acute in countries of the Global South, especially in Africa. In this context, the combination of political instability, economic vulnerability, and limited institutional capacity creates a highly challenging environment for public administration. Consequently, the central issue is not only the scale of the threats themselves, but also the ability of public administrations to adapt, maintain resilience, and develop flexible governance responses to continuously evolving challenges.

E. Kikasu & N. Dorasamy (2025) investigated how to navigate the dynamic terrain of public administration governance in Africa using new adaptation and resilience techniques and tactics. The researchers underlined that effective public administration governance in the 21<sup>st</sup> century necessitates responding to a constantly changing terrain of complicated societal needs, technology breakthroughs, and altering political situations. African public administrations face an increasingly complicated governance landscape as a result of rising urbanisation, demographic shifts, and shifting global dynamics. The study argues that traditional governance systems are no longer adequate to manage the complex difficulties confronting African countries, and that new strategies are required to create resilience and adapt to an ever-changing environment. The study proposed a framework for navigating Africa's changing public administration governance landscape, highlighting the importance of continuous learning, collaboration, and innovation in ensuring successful and sustainable governance practices. Adopting a culture of experimentation, collaboration, and ongoing learning can help public administrators to become more equipped to handle new problems and grasp chances for advancement. The dynamic landscape of public administration governance in Africa through creative adaptation and resilience practices and tactics was discussed and supported by a number of theories in the context of this study. The study's conceptual framework was composed of theories such as public administration theory, complexity theory, resilience theory, adaptive governance theory, and innovation management theory (Fig. 1). Thus, PA needs a dynamic balance and integrative science across politics, management, and law. There is the shift to "integrative" public administration, and gradual adopting of agile approach within unstable and highly turbulent global environment. Negotiating the ever-changing terrain of governance calls for creative methods and tactics in public administration. Adaptation and resilience are key concepts associated with the attainment of development outcomes among the diverse creative techniques being implemented in diverse public administration environments (Meuleman, 2021). Therefore, creative techniques are essential to improve adaptation and resilience outcomes. The ability of organisations to adapt to changing conditions, seize

opportunities, and reduce risks is referred to as adaptation (Bag *et al.*, 2023). Conversely, resilience comprises the ability to endure the consequences of unforeseen adverse events, bounce back quickly from disturbances, and go on with productive and efficient operations (Villasana-Arreguín & Pastor Pérez, 2023). In the context of public administration,

resilience and adaptation are essential for overcoming difficult obstacles including social upheavals, pandemics, and political and economic crises. For public managers attempting to negotiate unclear and complicated challenges in a highly dynamic global context, adaptation and resilience are essential and crucial components (Sellberg *et al.*, 2018).



**Figure 1.** Conceptual framework for studying public administration domain features in the dynamic landscape of contemporary security patterns

Source: E. Kikasu & N. Dorasamy (2025)

A.V. Rakšnys & A. Valickas (2022) stated that the use of complexity theory in public administration governance takes into consideration governance structures, policymaking, decision-making, and service delivery. This indicated the following. Complexity theory can assist policymakers in understanding the potential implications of policy actions and identifying potential unintended consequences; inform decision-making by appreciating the limitations of human cognition and the significance of considering many perspectives and stakeholders; aid in comprehending the relationships between service delivery systems and the communities they serve, and how to provide more efficient services; guide the creation of governance frameworks, including decentralised decision-making procedures or networked organisations; and assist adaptive management techniques, which entail making adjustments to decisions, learning from mistakes, and adapting to changing circumstances. The adaptive governance theory is a

relatively recent method of comprehending and researching governance in public administration, wherein complexity theory is applied to governance through policymaking, decision-making, and service delivery (Kreienkamp & Pegram, 2021). It emphasises the significance of adaptability, flexibility, and learning in governance systems to manage complex and dynamic situations (Head, 2022).

In the 1990s, the concept of adaptive governance was developed within the work of the Resilience Alliance – an international research network focused on understanding resilience and adaptive capacity in complex social-ecological systems – initially with an emphasis on ecosystem and natural resource management (Partelow *et al.*, 2020). It was then applied in other sectors, including as urban planning, disaster management, and healthcare. Adaptive governance is a governance style in public administration that respects uncertainty and complexity, and the fact that the environment is inherently variable and

complicated, making outcome prediction impossible. It facilitates cooperation between different stakeholders, such as government agencies, civil society organisations, and private sector entities; emphasises achieving desired outcomes over structures; permits adjustments and changes in response to new information, feedback, and changing circumstances; and integrates diverse perspectives, including those from science, community, and practice. It also promotes experimentation, learning from failures, and continuous improvement to address emerging challenges. But according to L. Kong *et al.* (2022), resilience theory is an interdisciplinary idea that has grown in acceptance recently, especially when it comes to public administration and governance. The ability of a system, group, or individual to endure, adjust, and bounce back from hardship, trauma, or disturbance is known as resilience (Mujjuni *et al.*, 2021). Resilience theory can be used in the context of public administration governance to comprehend how public institutions and governments might increase their ability to handle uncertainty, respond to crises, and promote favourable results. Adaptation, flexibility, teamwork, learning from mistakes, equity, and social justice are the main tenets of resilience theory in public administration (Laskey *et al.*, 2023).

As a result, according to resilience theory, interactions between people, organisations, and institutions produce resilience, which is a system-level attribute. To consider the relationships between the various parts of the system, public administrators take a comprehensive approach. Instead, then just responding to changing conditions, it entails adapting to them (Frigotto *et al.*, 2022). Public managers should place a high priority on adaptive capacity, which enables them to modify plans and actions when circumstances change. Furthermore, according to this idea, resilient systems can adapt to changing conditions without becoming inflexible or rigid (Eriksen *et al.*, 2021). This calls for public administrators to be flexible and quick to adjust to new knowledge or unforeseen circumstances. Moreover, cooperation between various stakeholders, such as governmental bodies, nonprofits, corporations, and neighbourhood associations, is frequently necessary for resilience. Public administrators in this situation must encourage collaborations and networks to take advantage of group assets and capabilities.

The above ideas are progressively evolving into the agile public administration paradigm, which is characterised by its human-centred focus, cross-functional teams, iterative and adaptive nature, collaboration and feedback, and evidence-based learning (Hong & Kim, 2020). Agile public administration uses data analytics, collaborative efforts, and adaptive governance to tackle emerging issues such as deepfakes, information overload, and shifting threats. Through ongoing feedback loops and iterative procedures, this strategy enables governments to adapt to complicated circumstances more swiftly and efficiently, increase efficiency, and provide better services. Development of leadership abilities that encourage experimentation and cross-agency collaboration, and movement from

inflexible, old models to adaptable, data-driven, and constituent-centred frameworks, are important components. In order to increase efficiency, citizen-centricity, and adaptability in the delivery of policies and services, agile public administration applies private-sector agile concepts such as cross-functional teams, iterative work, and continuous feedback to government. Through human-centric design, evidence-based learning, and prompt adaptation, it moves away from inflexible, command-and-control structures and toward flexible, collaborative procedures that enable quicker answers to changing citizen requirements and complicated situations.

### ■ Agile public administration as a response to hybrid and geopolitical challenges

While traditional public administration models struggle to cope with uncertainty, rapid change, and overlapping security, economic, and societal pressures, agile public administration emerges as a practical framework for translating adaptability and resilience into concrete institutional practices. In this context, the idea of agile governance, which emphasises flexibility, adaptability, and responsiveness to quickly changing conditions, represents a paradigm shift in public administration (Li *et al.*, 2023). Adopting agile governance approaches is essential for improving the effectiveness of public service delivery and policy execution as governments throughout the world struggle with complex issues (Mengqi & Yin, 2023).

As societal expectations change as a result of globalisation, public administrators are under pressure to provide services that are more responsive and focused on the needs of the public. Government organisations today are expected by the public to be responsive, accountable, and nimble. This expectation calls for a change from the conventional bureaucratic model to one that is more focused on the consumer needs. To better understand and satisfy the expectations of the public, public administrators are increasingly implementing customer relationship management principles (Topal, 2022; Medaglia *et al.*, 2023). Agile governance should take the issue of migration into its “orbit” as a pressing issue that has to be resolved immediately, as it has become one of the key elements influencing the security transition in host nations.

These governance challenges are increasingly being examined through empirical studies that illustrate how agile approaches operate in specific national contexts. In the context of Indonesia, the results of the study by S. Lukman & A. Hakim (2024) offered a thorough analysis of the intricate connections among inclusive decision-making, digital transformation, agile governance, political stability, and civilian satisfaction with public services. Agile governance and citizen happiness were found to be positively correlated.

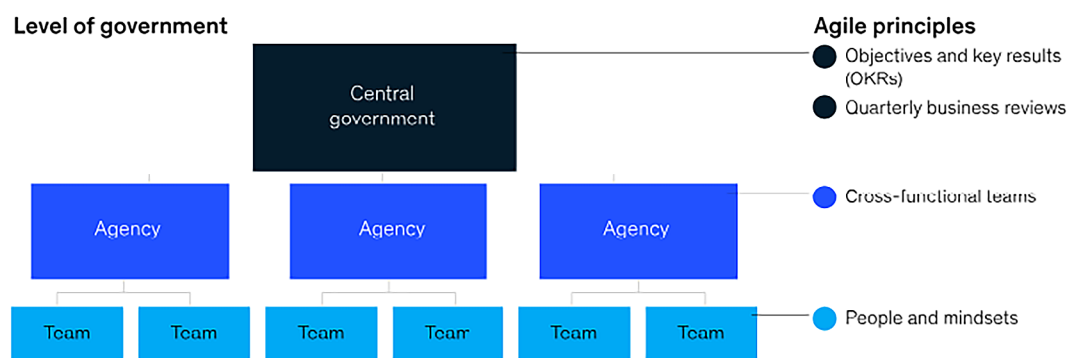
The adoption of agile in public administrations was examined by O. Neumann *et al.* (2024) using translation theory and Scandinavian institutionalism as a framework. The researchers examined how agile was implemented in public



contexts and how they handle related issues by interviewing representatives of 19 German public administrations. Three translation mechanisms were identified by the findings: agile as a methodology that closely adheres to its original values and principles, agile as governance to promote cross-functional collaboration, and agile reduced to a cultural concept.

J. Dowdy & K. Rieckhoff (2017) discussed leveraging agile principles to address national security. The phrase “agile security” just surfaced. This phrase suggested that governments need to approach security with an agile mindset. Only agile public administration can effectively take into consideration and cope with agile security elements

and its overall landscape. Agile approaches have the power to revolutionise a government’s operations, planning, and service delivery. Significant progress has already been achieved by certain government agencies. Every level of government should adopt agile ideas and practices in order to overcome obstacles to change. In fact, the most successful agile tenets will vary depending on the tasks and priorities of the central government, its agencies, and their teams, as well as the various levels of government organisations. Ch. Hastings (2024) proposed the conceptual idea of particular agile principles that might be implemented at various governmental levels (Fig. 2).



**Figure 2.** Specific agile principles that can be applied at different levels of government

**Source:** Ch. Hastings (2024)

Accelerated digitalisation and “agile” as a management concept could be used to improve the flexibility, responsiveness, adaptability, and resilience of public administrations during times of crisis, allowing them to function in accordance with good governance principles in today’s VUCA world – a world characterised by “volatility”, meaning rapid and often unpredictable changes; “uncertainty”, when future developments and the consequences of decisions are difficult to foresee; “complexity”, arising from the interaction of multiple interdependent actors, rules, and processes; and “ambiguity”, where causal relationships are unclear and situations can be interpreted in different ways. Agile’s contributions to public administrations include, but are not limited to, the development of flexible organisational structures to overcome silo approaches, improved understanding of the requirements, processes, and procedures for new services, the responsible use of discretionary power by public servants, improved resource sharing, increased accountability and transparency, and increased collaboration with stakeholders, including increased citizen participation. According to this method, one of the main forces behind good governance is the integration of the complementary and/or mutually supporting aspects of an agile and digitalised public administration.

## ■ Conclusions

The review conducted in the study showed that in the context of accelerating global change, public administration is faced with new challenges, among which the most

significant ones are the unprecedented growth of information flows, and the globalisation of economic, social, and political and administrative processes, which create new opportunities and constraints for the functioning of national governments. Globalisation and technologisation are rapidly changing institutional design and public administration practices. National governments, while remaining key actors in the political process, are facing fundamentally new challenges associated with an exceptionally dynamic external environment characterised by the continuous evolution of threats and challenges.

The study examined global security megatrends, including digitalisation, globalisation, geopolitical instability, hybrid threats, and economic disruptions, and analysed their cumulative impact on public administration systems. Particular attention was paid to the transformation of governance paradigms, the growing role of resilience and adaptation, and the increasing relevance of hybrid and multi-domain security environments. The analysis also explored the implications of geopolitical power shifts and conflict-driven economic shocks, with a special focus on governance challenges in fragile and developing regions.

The findings demonstrated that conventional bureaucratic models of public administration are increasingly inadequate in addressing the complexity, uncertainty, and interconnectedness of contemporary global security challenges. In this context, agile public administration emerges as a coherent and integrative governance paradigm capable of translating adaptability, resilience, and flexibility

into concrete institutional practices. Agile governance enables public administrations to respond more effectively to hybrid threats, geopolitical pressures, technological disruptions, and evolving societal expectations.

In conclusion, successful public governance in the 21<sup>st</sup> century depends on negotiating the complex terrain of geopolitical problems. Adaptive and resilient governance systems are necessary due to the interplay of international conflicts, economic changes, environmental changes, and technological improvements. To handle these complications and protect national stability, governments must give diplomacy, security, and sustainable development top priority. In the end, governments' success in guaranteeing wealth and security for their inhabitants will depend on their capacity to foresee, respond to, and manage geopolitical problems. In an interconnected world, governments can manage the uncertainties of the global landscape and

emerge stronger through proactive and adaptive governance. Future research should further explore empirical applications of agile governance across diverse national and regional contexts, examine its long-term institutional effects, and investigate the interplay between agile public administration, democratic accountability, and public trust in environments characterised by persistent geopolitical and security instability.

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## Проблеми публічного управління в умовах глобальних безпекових трансформацій: інтегративний огляд

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■ **Анотація.** Актуальність дослідження зумовлена глибокими трансформаціями глобального безпекового середовища, зростанням геополітичної нестабільності, поширенням гібридних загроз та цифрових викликів, які суттєво змінюють умови функціонування національних систем державного управління. Метою статті був комплексний аналіз впливу глобальних безпекових мегатрендів на розвиток публічного управління та обґрунтування agile-підходу як ефективної управлінської відповіді на сучасні виклики. Методологічною основою дослідження був міждисциплінарний аналіз наукових джерел, концептуальний синтез підходів з публічного управління, безпекових студій, теорії стійкості та адаптивного врядування. У статті проаналізовано ключові мегатренди глобальної безпеки, зокрема цифровізацію, глобалізацію, геополітичні зсуви, економічні потрясіння та гібридні загрози, і визначено їхній сукупний вплив на трансформацію парадигм державного управління. Показано, що традиційні бюрократичні моделі дедалі менше відповідають умовам високої невизначеності, багатовимірності та швидких змін. Обґрунтовано зростання ролі адаптивності та стійкості як базових характеристик сучасного публічного управління. На основі аналізу міжнародних досліджень і кейсів (зокрема країн Африки, Індонезії та європейських держав) доведено, що agile-публічне управління сприяє підвищенню ефективності надання публічних послуг, покращенню управлінських рішень і здатності інституцій реагувати на гібридні та геополітичні виклики. Agile-підхід розглянуто як інтегративну управлінську модель, що поєднує цифровізацію, міжсекторальну співпрацю та орієнтацію на потреби громадян. Практична цінність дослідження полягає у можливості використання отриманих висновків при розробленні стратегій реформування публічного управління та впровадженні agile-підходів у діяльність органів державної влади в умовах сучасних безпекових трансформацій.

■ **Ключові слова:** державне управління; економічна безпека; військова безпека; глобалізація; agile управління