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IMPERATIVES OF RESILIENCE OF THE PUBLIC ADMINISTRATION SYSTEM IN CRISIS SITUATIONS

The article provides a theoretical interpretation of the imperatives of resilience of the public administration system in crisis situations as fundamental conceptual guidelines that determine the logic of functioning of the governance system under conditions of uncertainty, risk, and multi-level socio-economic challenges. The relevance of the topic is determined by the increasing systemic nature of modern crises that simultaneously affect military, economic, social, energy, and epidemiological spheres and strengthen the requirements for the institutional capacity of the state, the effectiveness of managerial decisions, and the ability of public authorities to act in a coordinated, adaptive, and proactive manner. The purpose of the study is to provide a theoretical substantiation of the imperatives of resilience of the public administration system in crisis situations, to reveal their essence and functional role, and to determine the target guidelines for their formation. The research employs a set of general scientific methods, including analysis and generalization of scientific literature, the systemic approach, the classification method, and the method of conceptual modeling. Based on the philosophical and managerial interpretation of the concept of “imperative,” the expediency of considering resilience imperatives as a set of fundamental principles and mandatory guidelines that determine the direction of managerial decision-making, ensure the coordination of institutional actions, and create the foundation for preserving the integrity,

adaptability, and controllability of the public administration system in crisis conditions is substantiated. The key functions of resilience imperatives are systematized, including the system-forming, adaptive-transformational, practical-managerial, strategic, human-centered, and intersectoral functions. The target guidelines for the formation of resilience imperatives are defined, including ensuring the integrity of the public administration system, developing its adaptability, strengthening institutional capacity, ensuring effective resource mobilization, and introducing innovative management approaches. It is substantiated that the interrelation between the functions of imperatives and the target guidelines for their implementation forms the conceptual basis for the further systematization of imperatives in functional, territorial, resource, temporal, and regulatory-legal dimensions. A conceptual model of the imperatives of resilience of public administration in crisis situations is proposed, which reflects the logic of transition from crisis challenges through the system of imperatives, their functions and target guidelines to the expected results of the functioning of the governance system. The practical significance of the obtained results lies in the possibility of applying the proposed provisions to improve approaches to the formation of a resilient, adaptive, and transformation-capable system of public administration.

Keywords: *public administration, resilience, resilience imperatives, crisis situations, institutional capacity, adaptability, resource mobilization, strategic leadership.*

General statement of the problem. Contemporary crisis processes increasingly acquire a systemic character and simultaneously affect several spheres of social life, creating a complex environment for the functioning of public administration. Military conflicts, economic instability, global epidemics, as well as energy and social shocks significantly increase the level of uncertainty and intensify pressure on the institutional capacity of the state. Under such conditions, traditional management mechanisms, primarily oriented toward the stable functioning of the system, often prove insufficiently effective in responding to rapid

and unpredictable environmental changes. This necessitates a reconsideration of approaches to the organization of public administration, at the center of which should be the ability of the system not only to overcome current crises but also to ensure its long-term resilience, adaptability, and capacity for transformation.

Governance in crisis situations requires the presence of clear guidelines that determine the strategic directions of actions of public authorities and ensure the coordination of managerial decisions at different levels of the state system. Without such guidelines, managerial activity risks becoming fragmented, which complicates coordination between institutions, reduces the effectiveness of resource mobilization, and weakens public trust in state institutions. Therefore, the formation of a system of principles and requirements that guide the development of the governance system and ensure its ability to maintain stability, adapt to new conditions, and create prerequisites for further development even during periods of deep shocks becomes particularly important. In the scientific context, such principles can be appropriately considered as imperatives of resilience that determine the logic of functioning of the public administration system in crisis situations.

Formulation of the purpose of the article (task statement). The purpose of the study is to provide a theoretical substantiation of the imperatives of resilience of the public administration system in crisis situations, to reveal their essence and functional role, and to determine the target guidelines for their formation in order to ensure the ability of the governance system to maintain integrity, adapt to dynamic challenges, and ensure long-term effectiveness of governance. The implementation of this goal involves clarifying the conceptual foundations of resilience imperatives, systematizing their main functions in the process of crisis management, and identifying key guidelines that direct the activities of public authorities toward maintaining stability, mobilizing resources, strengthening institutional capacity, and introducing innovative approaches in response to contemporary challenges.

The study employs a set of general scientific methods, including analysis and generalization of scientific literature to examine theoretical approaches to understanding imperatives and the resilience of socio-

economic systems; the systemic approach, which made it possible to consider public administration as a complex dynamic system functioning under the influence of crisis factors; the classification method to systematize the functions of imperatives and determine their target guidelines; as well as the method of conceptual modeling, applied to form a comprehensive understanding of the imperatives of resilience of the public administration system and to determine their role in ensuring effective governance under crisis conditions.

Analysis of recent research and publications. The issue of imperatives in academic discourse was initially formed primarily within philosophical and socio-humanitarian research, where this concept was considered as a form of normative regulation of human and societal behavior and activity. The classical foundations for understanding the imperative were established in the works of I. Kant, who interpreted it as a universal moral law and distinguished between hypothetical and categorical imperatives. Subsequently, this category began to be applied to explain the principles of organization of social systems, where imperatives perform the role of fundamental requirements that guide the development of social institutions and regulate interactions among social actors. In this context, M. Ilina and Yu. Shpylova emphasize that the formation and implementation of imperatives ensure the regulation of social relations and contribute to the progressive development of social systems. According to the researchers, imperatives acquire practical significance only when they are systematically substantiated, when priority tasks, criteria, and indicators for their achievement are defined, and when proper institutional support for their implementation is ensured.

The further development of scientific understanding of imperatives is associated with studies of the resilience of socio-economic systems. In particular, V. Osetskyi considers the category of resilience within the framework of the systemic approach, emphasizing that imperatives act as fundamental principles that determine the trajectory of system functioning and ensure the maintenance of a defined mode of development even under the influence of external disturbances. In the research of O. Matveieva, resilience is interpreted as an integrative characteristic of socio-economic systems that combines development and security and

presupposes a balance between innovative changes and the preservation of the functional integrity of the system. Such an approach makes it possible to consider resilience imperatives as a tool for integrating processes of adaptation, stabilization, and transformation within a single governance cycle. In the field of public administration, the applied dimension of imperatives is revealed in the studies of M. Yarmystyi, who proposed a classification of imperatives that includes institutional, administrative, generative, and interactive components. Each of them is aimed at increasing the managerial capacity of public authorities through strengthening institutional interaction, developing human resources, supporting innovative decisions, and ensuring effective communication with the public.

A significant contribution to the study of imperatives in the development of governance systems was also made by H. Ostrovska, R. Sherstiuk, L. Maliuta, and V. Palianytsia, who associate the effectiveness of modern organizations with the development of knowledge management systems and the formation of dynamic capabilities that ensure the ability of organizations to adapt to changes in the external environment. Their research emphasizes that the combination of knowledge potential, innovative activity, and strategic leadership forms the basis for ensuring the long-term resilience of governance systems. Issues of intersectoral interaction in the context of ensuring the resilience of socio-economic systems are examined by S. Burlutska and S. Burlutskyi, who emphasize the need to form an institutional environment capable of integrating the resources of the public, private, and civil sectors in order to achieve common strategic goals. The generalization of the results of these studies indicates that imperatives are increasingly considered as a conceptual basis for ensuring the resilience of governance systems, as they form a system of fundamental guidelines that determine the directions of institutional development, the logic of managerial decision-making, and the ability of the system to respond to crisis challenges.

At the same time, despite the considerable scientific interest in the issues of resilience of socio-economic systems and public administration, the imperative dimension of this category remains insufficiently explored in contemporary research. Most scientific works focus on the analysis of specific mechanisms of anti-crisis response, institutional ca-

capacity, or resource provision of governance, while the systemic substantiation of the imperatives of resilience of public administration remains insufficiently developed. This necessitates further theoretical reflection on this category, the clarification of its essence and functional role, and the determination of its significance for the formation of an effective public administration system under conditions of crisis challenges.

Presentation of the main research material of the study. The term «imperative» originates from the Latin word *imperativus*, which means «commanding» or «authoritative». In the most general sense, an imperative is understood as a mandatory requirement, prescription, or command that determines the appropriate course of action. In philosophical discourse, this concept is traditionally associated with moral and ethical guidelines that possess a normative character. In particular, I. Kant considered the imperative as a universal moral law and distinguished two of its types: the hypothetical imperative, whose application depends on certain circumstances, and the categorical imperative, which has an unconditional and absolute character [1]. In philosophical dictionaries, the imperative is interpreted as a principle that expresses an unconditional obligation and is based on deep moral convictions. For this reason, norms formed on the basis of an imperative acquire a particularly strong regulatory force in society [2]. This feature significantly distinguishes imperatives from ordinary formal or informal social rules, since the latter do not always possess such a powerful moral and ethical foundation and, accordingly, are not always capable of ensuring the stable reproduction of appropriate patterns of behavior. Revealing the philosophical essence of the concept of «imperative», M. Ilina and Yu. Shpylova emphasize that «through the formation and operation of imperatives, the regulation of relations in society and their progressive development takes place. Under certain circumstances and within a specific period, imperatives require substantiation, the determination of priority tasks, criteria, indicators, and timeframes for their achievement, and the process of their formation should have a systemic and mutually coordinated character. At the same time, persistent administration of the implementation of imperatives, dissemination of new precedent-based models, legitimization of the relevant rules, and ensuring their support within society are necessary». [3].

This statement is particularly important for understanding imperatives not only as ethical prescriptions but also as system-forming principles of the organization of social life and governance activity.

In the sphere of public administration, the imperative acquires the meaning not merely of a normative requirement but of a fundamental guideline that determines the logic of actions of governance actors in situations of uncertainty, risk, and institutional tension. Therefore, the imperatives of resilience of the public administration system can be appropriately considered as a set of fundamental principles and mandatory guidelines that determine the direction of managerial decisions, ensure the coordination of institutional actions, and create the basis for preserving the integrity, adaptability, and controllability of the system under crisis conditions.

The analysis of scientific approaches to the issue of resilience of socio-economic and governance systems makes it possible to identify a number of key functions through which imperatives reveal their role in ensuring the stability and adaptability of systems in an environment of dynamic challenges. In the scientific literature, these functions are considered fundamental guidelines that determine the logic of the functioning of the governance system and direct the process of managerial decision-making under crisis conditions (Table 1).

First, imperatives serve as the basis of a systemic approach to ensuring resilience. V. Osetskyi notes that the category of «resilience» is most often used in those fields of knowledge where the methodological framework is formed on the principles of the systemic approach. According to the researcher, imperatives perform the role of key guidelines for the functioning of the system, as they define the fundamental principles that should ensure its «movement along a defined trajectory (maintaining a specified mode of functioning) despite the influence of disturbances» [4]. In situations where internal contradictions or external challenges may disrupt the functional integrity of the system, imperatives form the foundations of its stability, adaptability, and long-term effectiveness. In the system of public administration, they perform

the role of strategic guidelines that direct the activities of managers toward decision-making aimed not only at overcoming crisis phenomena but also at preventing their negative consequences and transforming the governance system. In this context, imperatives perform an integrative function, combining different elements of the governance system into a coherent structure and ensuring the coordination of actions of all subjects of public administration.

Table 1

Functions of resilience imperatives of public administration and their target orientation

Function of the Imperative	Content of the Function	Target Guideline in the Public Administration System
System-forming	Ensures the integrity of the public administration system, coordination of actions of public authorities, and maintenance of governability under conditions of crisis disturbances	Ensuring the integrity of the public administration system
Adaptive-transformational	Combines the preservation of stability with the ability of the system to adapt to changes and transform in accordance with the nature of crisis challenges	Adaptability of the governance system
Practical-managerial	Facilitates the standardization of management processes, the determination of response priorities, and the mobilization of resources in crisis situations	Resource mobilization, management innovation
Strategic	Orients the system toward long-term planning, risk forecasting, and scenario modeling of crisis processes	Institutional capacity

continued from Table 1

Human-centered	Emphasizes the importance of human potential, strategic leadership, knowledge management, and the development of dynamic capabilities	Institutional capacity, adaptability
Intersectoral	Ensures coordination of actions among the public, private, and civil sectors for joint response to crisis challenges	Comprehensive achievement of all target guidelines

Source: compiled by the author

Second, an important function of imperatives is the orientation of the system toward adaptation, stability, and transformation. O. Matveieva, examining the category of «sustainability» in the context of socio-economic systems, emphasizes that it reflects the integration of economic, social, and environmental components of development, as well as the inseparable relationship between development and security, within which security is achieved through development and development is ensured through the creation of conditions for security [5]. Such an approach makes it possible to consider resilience as a dynamic characteristic of the system that combines the ability to maintain stability with the necessity of continuous adaptation to change. Crisis situations particularly clearly demonstrate the need to integrate these two components – development, which involves the introduction of innovations and adaptation to new conditions, and security, which ensures the preservation of the functional integrity of the system. In this context, resilience imperatives act as a mechanism for balancing these characteristics, creating the basis for effective responses to current challenges and for forming the prerequisites for the long-term development of the governance system.

Third, imperatives have a pronounced practical dimension in the process of crisis management. M. Yarmystyi considers imperatives as an instrument for increasing the managerial capacity of executive authorities, which becomes especially relevant under conditions of crisis challenges. The researcher proposed a classification of imperatives that

includes institutional, administrative, generative, and interactive components. Each of them is aimed at solving specific managerial tasks in different «locations» of the public administration system. The institutional imperative ensures structural resilience and interaction between public authorities, the administrative imperative focuses on human resource capacity and organizational culture of governance, the generative imperative promotes the introduction of innovations and the formation of effective managerial decisions, while the interactive imperative is oriented toward the development of communication and cooperation with the public [6]. In this context, imperatives act as an important instrument for shaping practical approaches to governance, as they facilitate the standardization of management processes, the determination of activity priorities, and the effective mobilization of resources in response to crisis challenges.

Fourth, resilience imperatives perform the function of strategic orientation and long-term development. Studies devoted to the issue of resilience of socio-economic systems make it possible to consider imperatives as fundamental guidelines for increasing the effectiveness of public administration. They ensure not only the ability of the public administration system to respond to current crises but also create the basis for strategic preparation for potential threats in the future. The implementation of imperatives involves the integration of risk analysis tools, forecasting, and scenario modeling into governance processes, which makes it possible to identify vulnerable elements of the system in advance, assess possible scenarios of events, and adapt governance strategies in accordance with the conditions of a dynamic environment. Thus, resilience imperatives contribute to the formation of a coherent and predictable model of development of the public administration system [7; 8; 9].

Fifth, an important function of imperatives is the integration of the human factor as a key resource for ensuring strategic leadership. The resilience of the public administration system largely depends on human potential, which acts as the main driver of adaptation and innovative change. In this context, particular importance is attached to the formation of a managerial culture based on the principles of ethics, mutual respect, and orientation toward the public good, ensuring the continuous profes-

sional development of managers, as well as creating effective mechanisms for staff motivation. The implementation of imperatives in this dimension contributes to the formation of management teams capable of responding promptly to changes in the external environment, making decisions under conditions of uncertainty, and ensuring the effective functioning of institutions even in complex crisis situations.

The United Nations World Public Sector Report *Unlocking the Human Potential for Public Sector Performance* states that «leaders in the public sector are increasingly assessed by their ability to motivate and bring out the best in employees, by how well they communicate the vision and mission of the organization, and by their effectiveness in creating partnerships and collaboration with other organizations» [10].

Leadership in crisis situations lies in the ability of managers to formulate a vision for overcoming the crisis, unite teams around this vision, and ensure effective communication across all levels of governance. Key aspects of the human factor in strategic leadership include the adaptability of leaders to rapid changes and unpredictable circumstances, emotional intelligence that allows leaders to understand the needs of employees and society while maintaining trust and support, and the development of crisis management competencies such as risk management, decision-making under conditions of uncertainty, and effective allocation of resources.

Examining the imperatives of leadership of the governance system in the context of the knowledge economy, H. Ostrovska, R. Sherstiuk, L. Maliuta, and V. Palianytsia emphasize two key dominants that should be fundamental for the effective functioning of the system. The first dominant is the knowledge management system, which involves the creation, accumulation, processing, and effective use of knowledge as a strategic resource for managerial decision-making. The second dominant is the system for the development of dynamic capabilities, which ensures the ability of an organization to rapidly adapt to changes in the external environment, implement innovations, and develop competencies necessary to achieve strategic leadership [11].

It can be agreed that leadership in crisis conditions presupposes the active implementation of knowledge platforms and learning mechanisms

that contribute to strengthening the institutional capacity of the governance system. On this basis, the organization's readiness to manage crisis situations is formed, which is based on the development of dynamic capabilities that ensure the effectiveness and resilience of the governance system. The development of an organization's dynamic capabilities includes strategic vision and forecasting that allow for determining priorities under conditions of uncertainty, flexibility in decision-making that ensures prompt responses to challenges, innovativeness as the basis of competitiveness, effective change management aimed at optimizing structures and processes, the development of partnerships to create synergy with other actors, internal coordination that prevents the disorganization of resources and processes, and the ability to learn, which forms the intellectual capital of the organization.

The successful integration of the human factor into the crisis management system also depends on the readiness of managers themselves to lead effectively under crisis conditions. Readiness for management in such circumstances presupposes not only the presence of professional competencies but also the development of personal qualities such as stress resilience, the ability to make decisions under conditions of uncertainty, emotional stability, and communication skills. This readiness is formed through a training system that includes specialized education in crisis management, simulation exercises, and training programs aimed at developing strategic thinking and leadership qualities.

In addition, readiness for governance in crisis situations requires the creation of conditions for interaction and the exchange of experience among managers at different levels. This can be implemented through the establishment of crisis management centers that ensure coordination of actions among governance actors; the development of action plans for crisis situations that include response algorithms, the distribution of responsibilities, and the mobilization of resources; the introduction of mechanisms for monitoring and risk assessment that allow potential crises to be identified in advance and preventive measures to be taken; and the implementation of a «lessons from crises» learning system that involves analyzing previous crisis situations in order to identify the strengths and weaknesses of managerial decisions [12].

Successful integration of the human factor into the crisis management system also requires an interdisciplinary approach. This includes the involvement of the public in managerial decision-making, which increases trust in public authorities; the creation of systems to support the psychological well-being of personnel, thereby minimizing the risk of emotional burnout; and the development of mechanisms for assessing the effectiveness of human resources based on objective performance indicators.

Sixth, an important function of resilience imperatives is ensuring intersectoral interaction. Under conditions of contemporary crisis challenges, the effectiveness of public administration largely depends on the ability of different sectors of society to coordinate their actions and combine resources. Crisis situations are typically complex in nature and go beyond the capabilities of individual institutions; therefore, overcoming them requires coordinated efforts of public authorities, business, and civil society. It is precisely resilience imperatives that form the normative and organizational guidelines for such interaction, ensuring coordination of actions among different governance actors.

S. Burlutska and S. Burlutskyi emphasize that resilience imperatives should be aimed at forming an institutional environment capable of integrating the potential of public authorities, business, and civil society in order to achieve common strategic goals. Such an environment creates the prerequisites for effective coordination among sectors, facilitates the exchange of resources, knowledge, and technologies, and consequently enhances the ability of the public administration system to respond to complex socio-economic challenges. [13]. In this context, the adaptive potential of the business environment becomes particularly important, as it functions as a subsystem of the socio-economic system capable of developing flexible development strategies. The implementation of such strategies through regional and local initiatives contributes to the integration of innovative governance approaches and strengthens the overall resilience of socio-economic development.

Within the framework of public administration, resilience imperatives may be considered as the basis for forming the principles of openness, partnership, and cooperation among different sectors of

society. Orientation toward intersectoral interaction ensures effective resource mobilization, facilitates the exchange of experience, and creates opportunities for the implementation of innovative managerial solutions. In crisis conditions, such a model of interaction makes it possible to achieve a synergistic effect, whereby the joint actions of the state, business, and civil society significantly enhance the ability of the public administration system to adapt to change and ensure sustainable development.

Thus, resilience imperatives act as a key element in ensuring the effective and long-term functioning of the public administration system under conditions of crisis challenges. They form a system of guidelines that integrates adaptability, stability, the development of human potential, intersectoral interaction, and strategic planning within a unified logic of governance activity. As a result, imperatives make it possible not only to respond to current crisis phenomena but also to create the prerequisites for the transformational development of public institutions. Of particular importance is the fact that imperatives contribute to the formation of a resilient governance culture oriented toward innovation, cooperation, and the rational use of resources. In this sense, resilience imperatives appear not only as a theoretical category but also as a practical instrument for forming an effective, flexible, and transparent system of public administration capable of responding to contemporary challenges and ensuring the stability of societal development.

The development of resilience imperatives for the public administration system under crisis conditions requires the definition of clear target guidelines that direct the activities of governance structures toward ensuring adaptability, effectiveness, and stability of system functioning. Such guidelines should take into account the key characteristics of crisis management, including timely response to challenges, the ability to mobilize resources, the maintenance of public trust, the development of the leadership potential of managers, the stimulation of innovative activity, and the ensuring of effective coordination among different levels of public authority. The presence of coordinated strategic guidelines enables the public administration system to act in an integrated and proactive manner, ensuring the coherence of

managerial decisions and minimizing the negative consequences of crisis processes for society (Fig. 1).

The formation of such guidelines is based on a comprehensive analysis of the nature and characteristics of crisis challenges, which makes it possible to identify the most vulnerable elements of the governance system and determine priority directions for managerial response. An important role in this process is played by national strategic development priorities, which ensure the alignment of operational managerial actions with the long-term goals of the state's socio-economic development. At the same time, the formation of resilience imperatives presupposes consideration of best international practices and standards of crisis management, which contributes to the integration of modern approaches into governance activities [14]. An important factor is also the consideration of social expectations and the level of public trust in state institutions, since in times of crisis the principles of transparency, fairness, and social responsibility of public authorities become particularly significant. In addition, the determination of guidelines depends on the assessment of the resource base and the institutional capacity of public authorities, which defines their ability to effectively mobilize available resources to achieve the set goals. Equally important is adherence to ethical and value-based principles of governance, which ensure the preservation of human rights and principles of justice even in situations of limited resources and heightened social tension.

In view of this, it is appropriate to identify a number of target guidelines for the formation of resilience imperatives of the public administration system under crisis conditions. The first of these is ensuring the integrity of the public administration system, which involves effective coordination of managerial actions at different levels of authority and the creation of mechanisms for rapid response to crisis situations. The second guideline is the adaptability of the governance system, which consists in the ability to promptly adjust governance strategies and approaches depending on the nature of crisis phenomena and changes in the external environment. An important guideline is also institutional capacity, which involves the development of institutions capable of ensuring the resilience of governance processes, preventing

risks, and minimizing the consequences of crisis situations. The next guideline is resource mobilization, which involves the effective attraction, distribution, and use of available and potential resources to maintain the functioning of the governance system and preserve the potential for its further development. The final guideline is governance innovation, which involves the introduction of new governance technologies, instruments, and approaches capable of ensuring the transformation of the governance system into a more flexible, adaptive, and competitive structure.

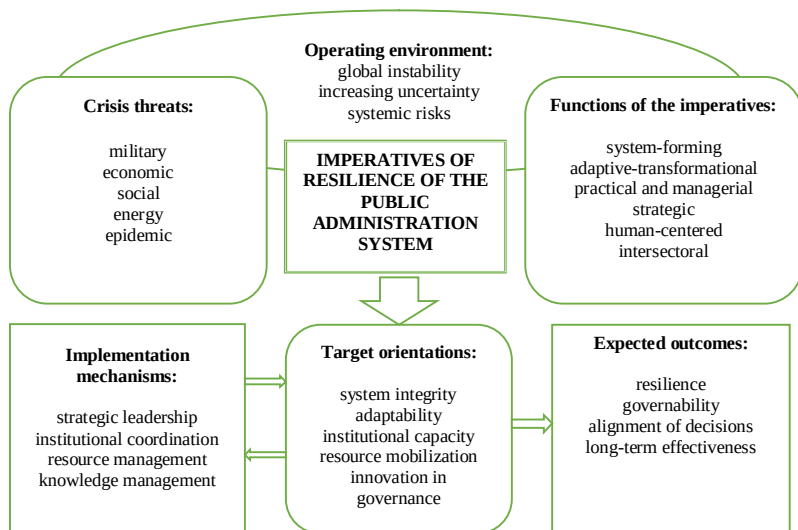


Figure. 1. Conceptual model of resilience imperatives of public administration under crisis conditions
 Source: compiled by the author

The functions performed by the resilience imperatives of public administration directly correlate with the identified target guidelines, forming a logical basis for their implementation. Imperatives that ensure a systemic approach to resilience are aimed at maintaining the integrity of the public administration system and coordinating the actions of different levels of government. The orientation of imperatives toward adaptation, stability, and transformation corresponds with the guideline of

governance system adaptability, as it enables the combination of stability preservation with the need to introduce change. The practical dimension of imperatives in crisis management is related to the mobilization of resources and the implementation of innovative governance decisions. The strategic orientation of imperatives contributes to strengthening institutional capacity, as it involves taking risks into account, forecasting development scenarios, and forming long-term development strategies. The integration of the human factor is also directly connected with the development of institutional capacity of the governance system, since human potential ensures the implementation of managerial decisions in complex conditions. At the same time, cross-sectoral interaction encompasses all the above-mentioned guidelines, as coordination between the public, private, and civil sectors facilitates resource mobilization, strengthens institutional capacity, and promotes the implementation of innovations.

The interconnection between the functions of resilience imperatives and the target guidelines of their implementation creates a foundation for the further systematization of imperatives within different dimensions of the functioning of the public administration system. Such an approach allows resilience imperatives to be considered not merely as general principles of governance but as a comprehensive system of guidelines that determines the directions of development of governance processes in crisis conditions. Within the proposed approach, imperatives can be analysed through functional, territorial, resource, temporal, and regulatory dimensions, which allows their content, orientation, and mechanisms of implementation to be revealed more deeply.

The appropriateness of such an approach to studying resilience imperatives in public administration is determined by several key circumstances. First, imperatives act as fundamental principles that determine the directions and priorities of governance activity, covering all levels of the system's functioning, from strategic planning to operational response to crisis situations. Second, the resilience of public administration is a multidimensional category that combines adaptation, stability, and transformation, while imperatives integrate these components within a unified governance cycle. Third, in crisis conditions imperatives function

as strategic guidelines that direct the governance system toward the formation of effective models of response, risk management, and long-term development. Fourth, imperatives have an integrative character, since they combine theoretical approaches of different governance paradigms with practical governance instruments, thereby facilitating the adaptation of the governance system to contemporary challenges. Finally, imperatives are reflected in the strategic and regulatory documents of the state that define the basic principles of ensuring national resilience and security, in particular in the National Security Strategy of Ukraine and the Concept for the Development of the National Resilience System.

Thus, the resilience imperatives of public administration serve as fundamental principles that ensure the ability of the system to function effectively, adapt to challenges, and transform under crisis conditions. Their multidimensional nature and integrative role make it possible to form a comprehensive governance mechanism oriented toward long-term resilience. Given the significance of these principles in crisis conditions, the study of resilience imperatives becomes a basis for improving approaches to public administration.

Conclusion. The conceptualization of resilience imperatives of the public administration system in crisis situations makes it possible to interpret them as fundamental conceptual guidelines that determine the logic of functioning of the governance system under conditions of high uncertainty and complex socio-economic challenges. The study demonstrates that such imperatives perform a system-forming role in ensuring the capacity of public administration to maintain stability, adapt to change, and implement transformational development in crisis conditions. Their essence lies in the formation of a set of principles and requirements that guide the activities of public authorities toward coordinated managerial decision-making, effective resource mobilization, the development of institutional capacity, and the maintenance of public trust. The conducted analysis made it possible to systematize the key functions of resilience imperatives, including system-forming, adaptive-transformational, practical-managerial, strategic, human-centred, and cross-sectoral functions. Their interaction forms the basis for ensuring the integrity of the governance system, increasing its adaptability, and strengthening its ability to respond effectively to crisis challenges.

The generalization of the obtained results allowed for the identification of target guidelines for the formation of resilience imperatives of public administration. These include ensuring the integrity of the governance system, developing its adaptability, strengthening institutional capacity, ensuring effective resource mobilization, and introducing innovative governance approaches. It has been substantiated that the relationship between the functions of imperatives and these guidelines forms the conceptual basis for the systematization of imperatives across different dimensions of the functioning of public administration, particularly functional, territorial, resource, temporal, and regulatory dimensions. The conceptual model of resilience imperatives proposed in the study enables their consideration as an integrative instrument for increasing the effectiveness of governance activities under crisis conditions. The implementation of such imperatives contributes to the formation of a flexible and transformation-capable system of public administration that ensures the stability of socio-economic development and strengthens the capacity of state institutions to respond to contemporary challenges.

ІМПЕРАТИВИ СТІЙКОСТІ СИСТЕМИ ПУБЛІЧНОГО УПРАВЛІННЯ В КРИЗОВИХ СИТУАЦІЯХ

У статті здійснено теоретичне осмислення імперативів стійкості системи публічного управління в кризових ситуаціях як базових концептуальних орієнтирів, що визначають логіку функціонування управлінської системи в умовах невизначеності, ризику та багаторівневих соціально-економічних викликів. Актуальність теми зумовлена зростанням системного характеру сучасних криз, які охоплюють воєнну, економічну, соціальну, енергетичну та епідемічну сфери й посилюють вимоги до інституційної спроможності держави, ефективності управлінських рішень та здатності публічної влади діяти узгоджено, адаптивно і проактивно. Метою дослідження є теоретичне обґрунтування імперативів стійкості системи публічного управління в кризових ситуаціях, розкриття їх сутності, функціональної ролі та визначення цільових орієнтирів їх формування.

дослідженні використано комплекс загальнонаукових методів, зокрема аналіз і узагальнення наукової літератури, системний підхід, метод класифікації та метод концептуального моделювання. На основі філософського та управлінського осмислення поняття «імператив» обґрунтовано доцільність розгляду імперативів стійкості як сукупності базових принципів і обов'язкових орієнтирів, що задають спрямованість управлінських рішень, забезпечують узгодженість дій інституцій та формують підґрунтя для збереження цілісності, адаптивності й керованості системи публічного управління в умовах кризи. Систематизовано ключові функції імперативів стійкості, серед яких виокремлено системоутворюючу, адаптаційно-трансформаційну, практично-управлінську, стратегічну, людиноцентричну та міжсекторальну. Визначено цільові орієнтири формування імперативів стійкості, до яких віднесено забезпечення цілісності системи публічного управління, розвиток її адаптивності, зміцнення інституційної спроможності, ефективну мобілізацію ресурсів та впровадження інноваційних управлінських підходів. Доведено, що взаємозв'язок між функціями імперативів і цільовими орієнтирами їх реалізації формує концептуальну основу для подальшої систематизації імперативів у функціональному, територіальному, ресурсному, часовому та нормативно-правовому вимірах. Запропоновано концептуальну модель імперативів стійкості публічного управління в кризових ситуаціях, яка відображає логіку переходу від кризових викликів через систему імперативів, їх функції та цільові орієнтири до очікуваних результатів функціонування управлінської системи. Практичне значення одержаних результатів полягає у можливості використання запропонованих положень для вдосконалення підходів до формування стійкої, адаптивної та здатної до трансформації системи публічного управління.

Ключові слова: публічне управління, стійкість, імперативи стійкості, кризові ситуації, інституційна спроможність, адаптивність, мобілізація ресурсів, стратегічне лідерство.

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