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A INTEGRATED APPROACH TO OPTIMIZING THE ADMINISTRATIVE SERVICE IN ADMINISTRATIVE SERVICE CENTERS

Objective. The article aims to justify an Integrated approach to improving the administrative service management system, considering international experience and innovative technologies. **Methods.** The study uses qualitative methods, including a public opinion survey, to assess administrative service effectiveness. Terminological, bibliometric (Scopus), and Google Trends analyses identify key trends and public interest. **Results.** The article justifies the need for an integrated approach to improve governance in administrative services, enhancing efficiency, transparency, and responsiveness. It analyzes Administrative Service Centers, e-government, and electronic document management. Relevance is supported by Google Trends and Scopus data. Key modernization areas include digital transformation, innovation, and international practices. The performance of the Sumy Administrative Service Center is evaluated using statistics and a public survey. The proposed model focuses on resource optimization, accountability, adaptability, socio-environmental factors, and alignment with international standards. **Scientific novelty.** The study develops an integrated approach to administrative service management, combining institutional, technological, and participatory components for improved adaptability, transparency, and compliance with international standards. **Practical significance.** The proposed integrated approach can be used to optimize the functioning of Administrative Service Centres and implement digital and participatory governance tools.

Keywords: public governance system, administrative service, integrated approach, one-stop-shop model, bottom-up governance strategy, citizen-centered service design, service quality improvement.

Problem statement. In the context of rapid socio-economic transformations and technological advancements, an urgent need emerges to improve the administrative service delivery governance system. Traditional models of administrative services management, often rooted in bureaucratic principles, no longer adequately meet the contemporary demands for speed, transparency, and accessibility of services for citizens. This necessitates the adoption of a comprehensive approach that encompasses digitalization, the implementation of electronic technologies, the integration of international best practices, and

the incorporation of social and environmental responsibility into decision-making processes.

Despite numerous reforms in the domain of administrative services, significant challenges remain that hinder the optimal functioning of the system. Among these are the low level of digital literacy, insufficient integration of international standards, and limited access to innovative technologies. Therefore, exploring and defining key directions for improving administrative service governance that align with current societal demands and enhance public service delivery's efficiency and quality is essential.

Analysis of recent research and publications. The issue of improving administrative service is widely addressed in scholarly discourse, with particular attention to governance mechanisms, quality assurance, and the role of digitalization. Researchers have analysed various dimensions of public service management, including political, institutional, and technological factors. In this context, Bovens, Hart, and Kuipers [2] emphasize the political aspects of public policy evaluation and the governance of administrative services. Aritonang [1], in turn, investigates the connection between service quality and the implementation of e-government, highlighting the transformative potential of digital technologies for enhancing service efficiency.

Chechel A. O., Omelyanovych R. A. [13] in their work define the characteristics of public administration in the field of administrative service in European Union countries. Odintsov O., Ilchenko N. [10], Sydorenko N. O., Shkurat I. V. [12] examine international experience in organizing of administrative services.

Moynihan D. P. [6] examines the experience of civil service reforms in the United States and their implementation in other countries such as the United Kingdom and India. Dwivedi Y., Shareef M., Pandey S. K., Kumar V. [3] analyse administrative reforms in India, the problems and challenges the country faced, and the effectiveness of changes in the civil service system. Odintsov O., Ilchenko N. [10], and Dan-shina Yu. V. [7] study the international experience in evaluating the quality of administrative service delivery in countries such as Germany, Poland, the Netherlands, the United Kingdom, Canada, and the United States.

Objective. The article aims to develop and justify a comprehensive approach to improving the management system in the field of administrative service delivery to enhance their quality, efficiency, and compliance with modern requirements, taking into account international experience and innovative technologies.

Results. The use of the Google Trends analytical tool enables the assessment of public interest dynamics in administrative service delivery. The analysis of the retrieved data (see Fig. 1) indicates a noticeable increase in interest in the term “Administrative Service Center” during 2024. Within the framework of the study, a comparative analysis was conducted on the frequency of search queries for key definitions, namely: “Administrative Service Center,” “e-government,” and “electronic document management.” The findings reveal that the query “Administrative Service Center” demonstrates significantly higher search activity levels than the other examined terms. This may reflect the growing relevance and significance of the topic in the context of administrative management development.

To identify key areas for improving the governance system in the field of administrative service delivery, it is advisable to use bibliometric analysis based on the Scopus database. As part of the study, a search query was conducted in the Scopus database using the keywords: (public AND administration AND services AND efficiency) (see Fig. 2). This facilitated the identification of key scientific publications that address the issues of improving the efficiency of administrative service management, implementing innovative management approaches, and optimizing e-governance processes.

The analysis of the dynamics of publications in the Scopus database for the terms “public AND administration AND services AND efficiency” confirms the high relevance of the topic within the academic community. Over the past decades, the number of studies in this field has significantly increased, indicating a sustained interest in the issues of administrative service delivery efficiency. A particularly noticeable rise in publications occurred between 2015 and 2023, with peak values reaching in 2023 (142 publications). This reflects the growing importance of addressing the efficient management of administrative services.

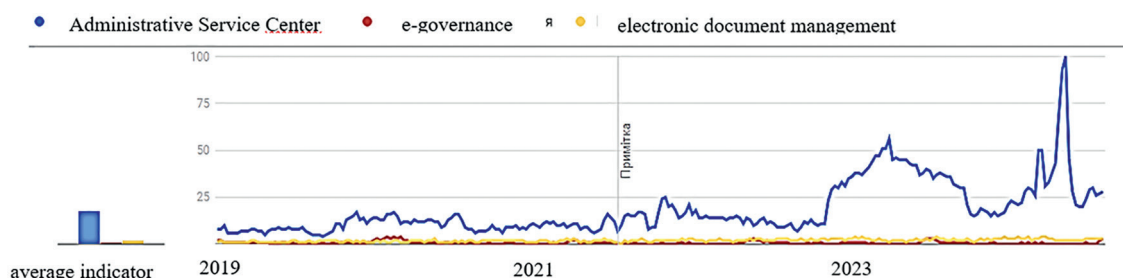


Figure 1. Dynamics of Public Interest in the Topic “Administrative Service Center” Over the Last 5 Years Based on Google Trends Analysis

Source: Created by the author using Google Trends software.

The growing interest in the issues of administrative service delivery efficiency requires a thorough analysis of scientific trends and the identification of key research directions. In this context, an essential tool is VOSviewer version 1.6.16, which enables the visualization of bibliometric networks, the identification of key scientific trends, and the tracking of the dynamics of research development in this field (Figure 3).

Bibliometric analysis using VOSviewer 1.6.16 allowed the identification of three main research clusters: Human, Organization, and Management; Public Administration; and Public Service.

The first cluster (“Human”) encompasses management and organizational aspects, quality of management, innovation, and cost-benefit analysis. Key concepts include “policy”, “leadership”, “local self-governance”, “social responsibility”,

and “staff development”. The primary focus is on non-profit organizations’ organizational development, management decisions, and strategies.

The second cluster (“Public Administration”) contains the most significant interconnections and focuses on contemporary management and technological solutions. Key terms include “effectiveness”, “information systems”, “e-governance”, “digital transformation” and “resource management”. Particular attention is given to strategic planning, risk assessment, sustainable development, and energy efficiency. This cluster includes articles that describe public policy in administrative service management.

The third cluster ("Public Service") focuses on administrative reforms, civil service, and management frameworks. The analysis includes the experiences of individual countries, notably the United Kingdom, Greece, England, and

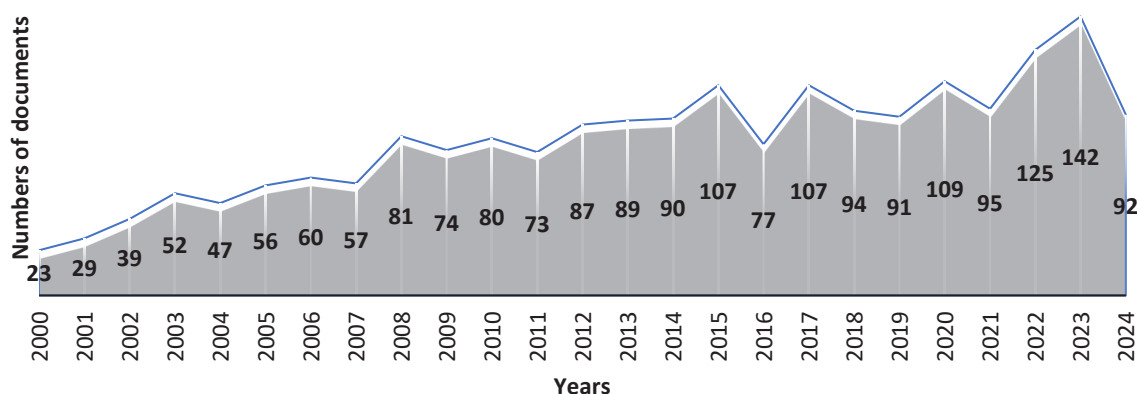


Figure 2. Number of publications in the Scopus database for the search terms public AND administration AND services AND efficiency from 2000 to 2024.

Source: Compiled based on the Scopus database.

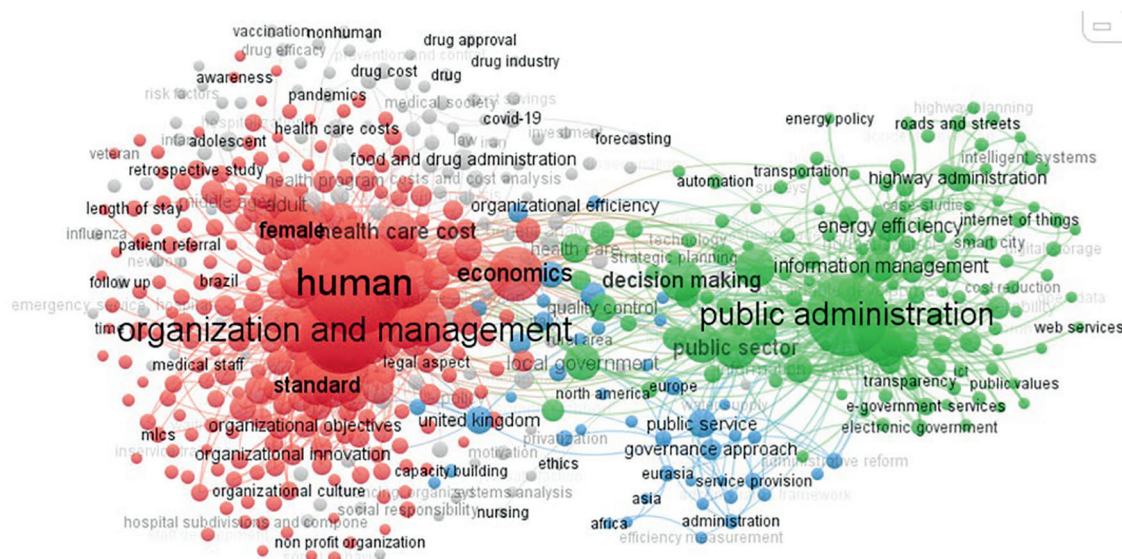


Figure 3. Cluster Analysis of Search Terms: public AND administration AND services AND efficiency Based on the Use of VOSviewer

Source: Generated using VOSviewer 1.6.16

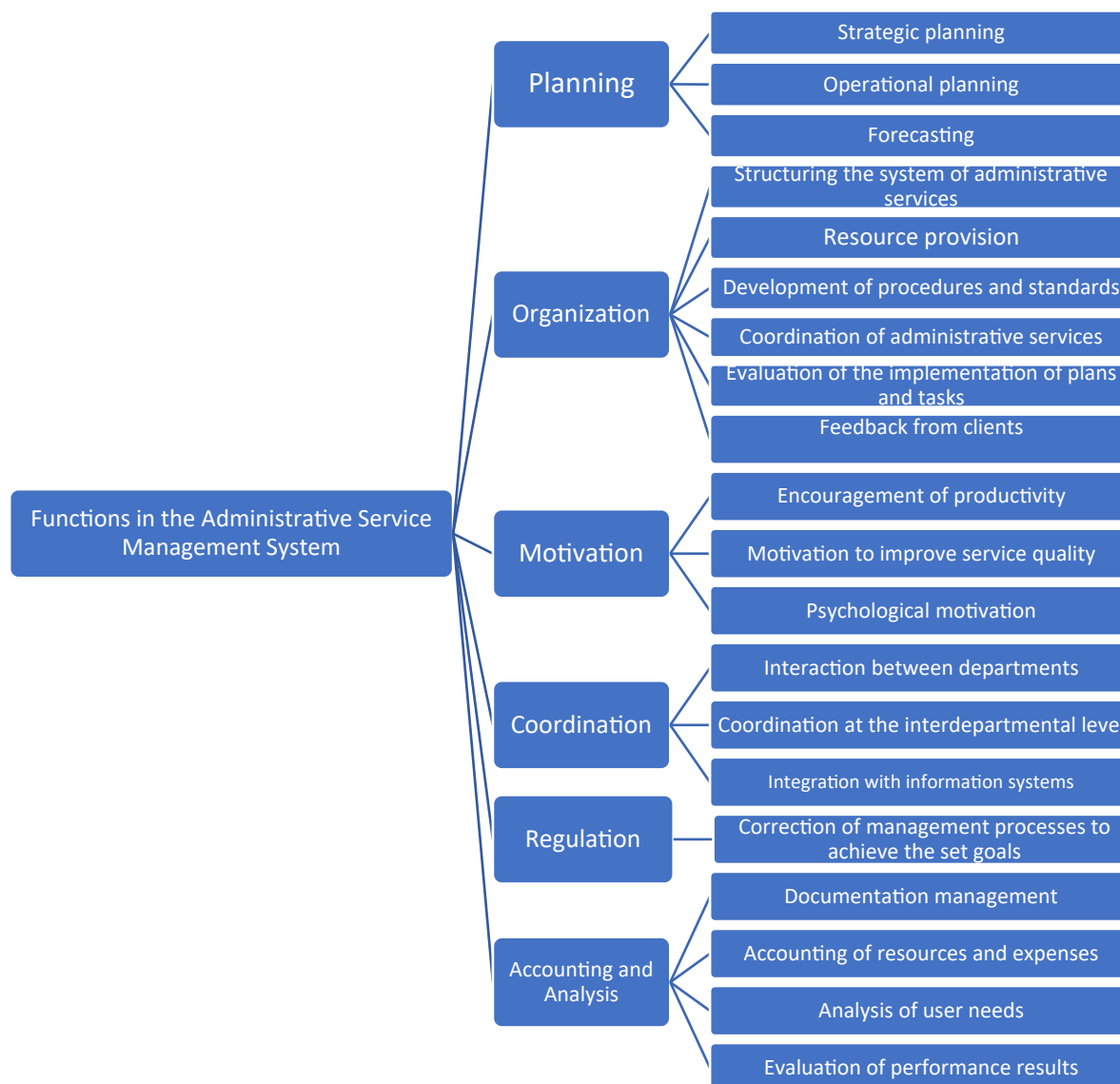


Figure 4. Functions of the Management System in the Field of Administrative Service Delivery.

Source: created by the author based on the analysis of literary sources [5], [6]

India, emphasizing the importance of adapting administrative systems to modern challenges.

Effective management in administrative service delivery is a key factor in enhancing the quality of public administration and ensuring the sustainable development of society. The dynamic changes in the socio-economic environment, the growing digitalization, and the increasing citizens' demands for transparency and accessibility of public services highlight the need for improving management approaches in this area. Figure 4 presents the management system's primary functions in administrative service delivery, covering organizational and managerial activities, the implementation of digital technologies, service quality monitoring, and strategic planning.

An integrated approach to improving the management system in administrative services provision is essential because it can ensure systematization,

efficiency, and adaptability of management processes. Its implementation allows for the organization of all stages of interaction between public institutions and citizens – from processing requests to receiving feedback. This reduces the time spent handling inquiries, minimizes errors, and enhances user satisfaction.

The application of an integrated approach also ensures the optimization of resource use, which is reflected in the rational allocation of financial, human, and infrastructural capabilities. This, in turn, contributes to reducing costs and increasing the productivity of administrative bodies. Transparency and accountability are other critically important aspects, as implementing quality control mechanisms for services helps strengthen citizens' trust in public institutions.

A key advantage of the integrated approach is its flexibility and adaptability to changes in

the legislative framework and socio-economic environment. This ensures the resilience of the administrative services management system in the face of dynamic transformations and allows for a prompt response to the challenges of modern public administration.

An empirical study of the quality of citizen services was conducted to identify administrative service management patterns, using the example of the Administrative Services Center in Sumy. As part of the study, a questionnaire was developed to analyse user satisfaction with administrative services comprehensively.

The primary data collection was carried out using a questionnaire survey through an electronic form (Google Forms), with 90 respondents participating. The structure of the questionnaire included several thematic sections: the first section contained questions about the respondent's gender, age characteristics, lifestyle, and professional sphere; the second section focused on assessing the quality of services provided, which helps identify key issues and potential areas for improving management processes in the Administrative Services Center.

The questionnaire survey results allow for delineating the socio-demographic profile of the respondents who used the services of the Administrative Services Center (ASC) in Sumy. The gender structure of the sample shows a predominance of women (68.9%) over men (31.3%), which may indicate a higher level of engagement by the female audience in the field of receiving administrative services (Figure 5).

The analysis of the age structure of respondents reveals that the largest group comprises individuals aged 30–40 years (24.4%), which may be attributed to their active engagement in socio-economic activities. A significant proportion is also represented by respondents aged 40–50 years (18.9%) and 20–30 years (17.8%),

indicating the involvement of younger and more experienced population segments in interactions with administrative institutions. At the same time, the share of individuals over 60 (8.9%) suggests a specific limitation in either access to or interest among elderly citizens in utilizing the services of Administrative Service Centers (Figure 5).

The employment structure of the respondents is also quite diverse: 33.3% of those surveyed are workers, 21.1% are students, 13.3% are office employees, 10% are entrepreneurs, 8.9% are researchers, and 13.3% are retirees. This professional differentiation ensures the sample's representativeness and allows for an objective assessment of the quality of administrative services across various socio-economic groups (Figure 6).

The second block of questions was focused on assessing the quality of services provided by the Center. The analysis of the frequency of visits to the Center revealed that most respondents (85.6%) visit it rarely; 7.8% of respondents have never visited the Center, 4.4% see it several times a month, and only 2.2% visit it several times a week. The evaluation of the Center's staff quality was positive for 83.3% of respondents, while 16.7% expressed a negative opinion. Regarding the speed of service, 45.6% of respondents rated it as fast, 44.4% as average, and 10% indicated that it was slow.

Only 16.7% of the surveyed respondents demonstrated a good awareness of the services provided by the Center. In comparison, 57.8% were generally familiar with the list of services, and 25.6% had no information about these services. Most respondents (85.6%) indicated that the Center's working hours are convenient. Regarding comfort and cleanliness, 65.6% rated these aspects highly, while 33.3% rated them as average. Only 1.1% of respondents expressed dissatisfaction with the level of comfort.

Regarding the location of the Center, 11.1% of respondents found it inconvenient, while the

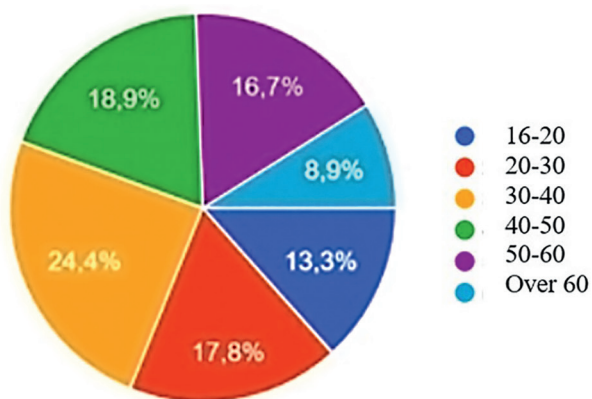


Figure 5. Responses of respondents regarding age structure

Source: created by the authors based on the survey

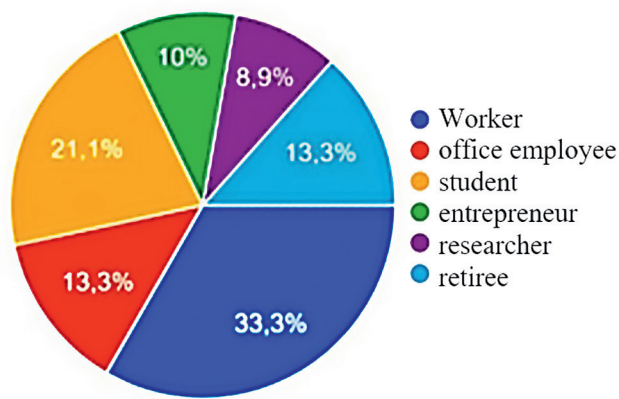


Figure 6. Responses of respondents regarding their employment structure

Source: created by the authors based on the survey

majority (88.9%) considered it convenient. Most respondents (93.3%) also noted that the Center's staff is well-versed in matters related to the provision of administrative services, while 6.7% disagreed with this statement.

The survey results showed that 78.9% of respondents are satisfied with the information provided, while 70.1% expressed a desire to expand the range of services and improve their quality. Some respondents mentioned contacting the Center with complaints or comments, while others reached out through the hotline.

The evaluation of the overall performance of the Center was as follows: 24.4% of respondents rated it as excellent, 54.4% as good, 18.9% as satisfactory, and 2.2% as unsatisfactory. The survey results are depicted in Figure 7.

- The analysis of the survey results provided an opportunity to formulate a series of recommendations for improving the Center's work, focusing on applying a comprehensive approach to organizing the process of providing administrative services (Figure 8). The proposed measures include:

- Integration of the name change service, currently only available at the Civil Registry Office (DRAHS), to expand the accessibility of services;

- Improvement of business ethics and friendliness of staff to enhance interactions with users;

- Expansion of the range of services through integration with other government bodies and the introduction of new services to ensure comprehensive service delivery;

- Improvement of service quality by reducing waiting times, enhancing staff qualifications, and adopting best service practices, which will contribute to increasing the efficiency of service delivery;

- Enhancement of communication and user information through the creation of a user-friendly

website and online platform, ensuring the accessibility of necessary information, as well as the implementation of multichannel communication methods to facilitate effective interaction with citizens;

- Expansion of online service access will enhance convenience and efficiency in the service delivery process.

In addition, an important aspect is encouraging user feedback through implementing a system for collecting and processing feedback, organizing surveys and studies, and using the collected data to improve service quality and increase transparency and accountability. Regular publication of information about the Center's activities and conducting public reports will enhance citizens' trust in the organization's work.

Thus, the improvement of the administrative service management system through the implementation of modern approaches, such as comprehensive analysis, digitization, and the integration of international standards, will ensure the enhancement of the system's efficiency and resilience, meeting society's contemporary demands and expectations.

Conclusions. A integrated approach to improving the management system of administrative services is critically important for ensuring the system's coherence and the effectiveness of management processes. Its implementation allows for the optimization of all stages of interaction between government institutions and citizens, from processing requests to obtaining feedback. This enables the reduction of response times, decreases the number of errors, and enhances user satisfaction.

Applying an integrated approach ensures the optimal use of resources such as financial, human, and infrastructural capabilities and reduces costs, leading to increased productivity of administrative bodies. A key aspect is enhancing transparency and

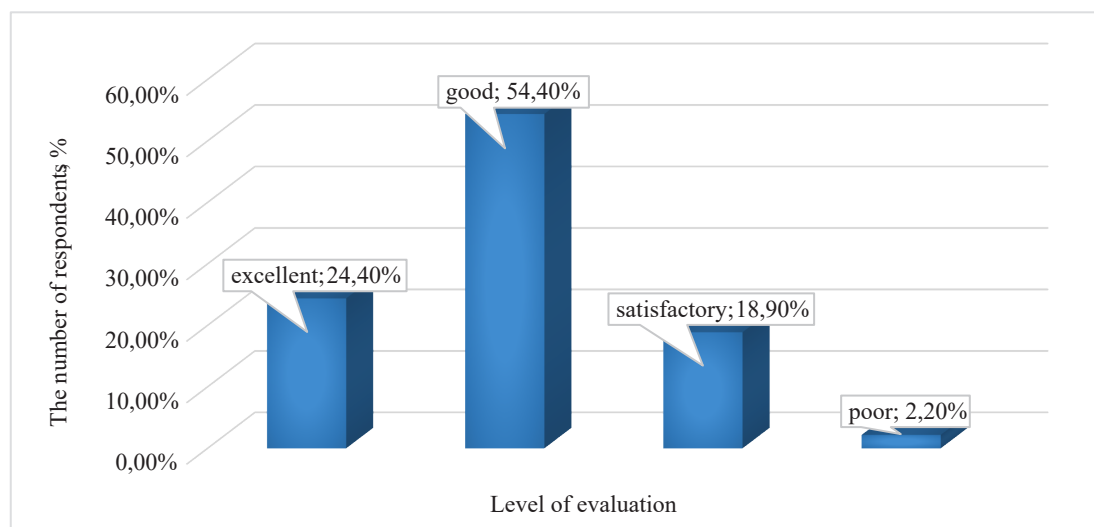


Figure 7. Evaluation of the work of the Administrative Service Center in Sumy by respondents

Source: created by the authors based on the survey

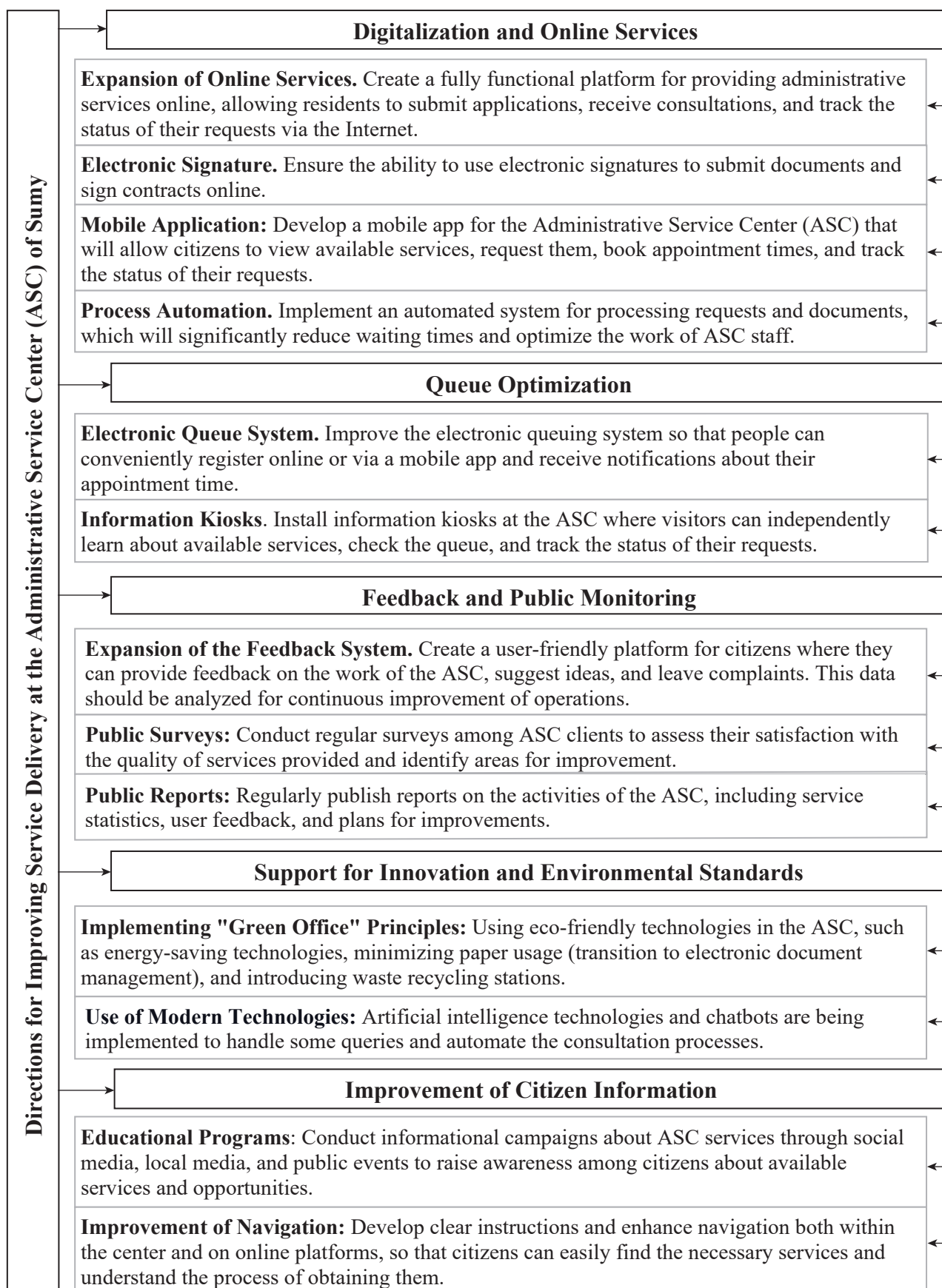


Figure 8. Directions for Improving the Efficiency and Quality of Service Delivery at the Administrative Service Center (ASC) of Sumy City

Source: Created by the author

accountability, strengthening citizens' trust in government institutions. Quality control mechanisms are essential in maintaining high standards and preventing abuse.

The results of the empirical research of the Administrative Services Center (ASC) in Sumy confirm that implementing an integrated approach can significantly improve the quality of citizen services. According to the survey results, several

key areas for improvement have been identified, including expanding the range of services, enhancing staff qualifications, improving communication with citizens, and integrating new technologies to ensure faster and more efficient service delivery.

Thus, the integrated approach is necessary for creating a sustainable and effective administrative services management system that meets the demands of the time and the citizens' expectations.

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ІНТЕГРОВАНІЙ ПІДХІД ДО ОПТИМІЗАЦІЇ НАДАННЯ АДМІНІСТРАТИВНИХ ПОСЛУГ У ЦЕНТРАХ НАДАННЯ АДМІНІСТРАТИВНИХ ПОСЛУГ

Метою статті є обґрунтування комплексного підходу до вдосконалення системи управління адміністративними послугами з урахуванням міжнародного досвіду та інноваційних технологій. У дослідженні застосовано якісні методи, зокрема опитування громадської думки, для оцінки ефективності адміністративних послуг. Для виявлення ключових тенденцій та суспільного інтересу до теми використано термінологічний і бібліометричний аналіз (Scopus), а також дані Google Trends. У статті обґрунтовано застосування комплексного підходу до удосконалення системи управління в сфері надання адміністративних послуг, що сприяє підвищенню ефективності та прозорості управлінських процесів. Досліджено функції управлінської системи в контексті надання адміністративних послуг, а також здійснено аналіз ключових дефініцій, зокрема «Центр надання адміністративних послуг», «електронне урядування» та «електронний документообіг». Використовуючи програмний інструмент Google Trends, доведено актуальність теми дослідження. Бібліометричний аналіз даних наукових баз даних Scopus дозволив ідентифікувати основні напрями удосконалення системи управління в галузі адміністративних послуг, серед яких виокремлено діджиталізацію, впровадження інноваційних технологій, а також інтеграцію міжнародного досвіду реформ. Оцінено діяльність Центру надання адміністративних послуг міста Суми на основі статистичних даних та результатів громадянського опитування, що дозволило виявити ефективність існуючих управлінських практик. У результаті дослідження запропоновано комплексний підхід до управління адміністративними послугами, який передбачає оптимізацію ресурсів, забезпечення підзвітності, підвищення адаптивності до змін, інтеграцію екологічних та соціальних аспектів, а також впровадження міжнародних стандартів для підвищення якості та доступності послуг для громадян. Наукова новизна полягає в розробці комплексного підходу до вдосконалення системи управління адміністративними послугами, що об'єднує інституційні, технологічні та партисипативні компоненти. Стаття може бути корисна науковцям, державним службовцям та представникам громади для оптимізації діяльності центрів надання адміністративних послуг та впровадження цифрових інструментів публічного управління.

Ключові слова: система публічного управління, адміністративні послуги, комплексний підхід, модель «єдиного вікна», стратегія управління знизу вгору, якість надання адміністративних послуг.