

Introduction of Smart-Management into the System of Public Management of Regional Development in the Context of Strengthening National Security of Ukraine

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Abstract

The article substantiates the need and shows the features of introducing SMART management into the system of public management of regional development in the context of strengthening the national security of Ukraine. Disclosed are such provisions as: goal-setting; state mission; state mission in Ukraine; goals of the Ukrainian state; strategic management priorities in Ukraine. Differences between the purpose of the organization and the purpose of the state are determined. The characteristic of the goal at the state level is given. The management standards in SMART management are characterized. The issues of the exhaustibility of existing SMART criteria are reviewed and it is proposed to supplement them with two such as: inspiration (inspiration) and ity (ethics). Two main principles are defined (evaluated (assessment), reviewed (review)), which must be observed when introducing SMART management into the system of public management of regional development in the context of strengthening the national security of Ukraine.

Keywords: *SMART criteria, SMART management, national security of Ukraine, public administration, regional development, management standards*

1. Introduction

The process of introducing smart management in the public governance system is inherently a practical element of activity. At the same time, attention is focused on achieving socially important goals as the mission of the state administration apparatus, focusing on self-preservation, existence and development of society. You can even talk about the creative aspect of this activity.

In addition to constructive military, foreign policy and other decisions of the leadership of the Ukrainian state, one of the guarantees of strengthening the national security of Ukraine is the adoption of

effective management decisions both at the national and regional levels. After all, according to the theory of the “patchwork state”, its ability directly depends on the viability of its territorial components (the modern domestic reform of decentralization with the principle of subsidiarity is an indicative confirmation of this provision). In addition, given the choice of the European vector for the development of the Ukrainian state, in accordance with the Declaration on Regionalism in Europe, it is the regions that should take responsibility in those areas where they have an advantage over others [1].

Ensuring a qualitatively new level of management in the system of public management of regional development in the context of strengthening the national security of Ukraine should be aimed at improving the efficiency of existing management approaches, accessibility and quality of public services to the population through the introduction of effective management management technologies.

The main approaches to the development of relevant management technologies in the system of public administration of regional development in the context of strengthening the national security of Ukraine include the following [2]:

- 1) project approach;
- 2) quality management;
- 3) cluster approach;
- 4) a systematic approach;
- 5) SMART management.

Modern trends in the management of projects and regional development programs and the digitization of business processes in all areas of public life

require the use of SMART management. The presence of a political-institutional approach to the definition in practice with a clear focus on the geography of formal management structures, as well as the definition of SMART management goals in managing projects and programs for the development of regions today is the basis for planning effective result-oriented strategies. All of the above, together with such phenomena of the Ukrainian present as the existing regionalization of domestic public administration, the ongoing large-scale armed aggression of the Russian Federation against Ukraine, the introduction of martial law in Ukraine and the need for post-war development of its regions determined the choice of the topic, its relevance and the purpose of scientific research.

The phenomenon of SMART management is a common object of study by scientists of various categories of scientific knowledge (economists, lawyers, sociologists, management theorists, public administration specialists, etc.). The viability of this topic is provided by the interpretation, perspective and context of the study of SMART management, as well as the statement that the degree of effectiveness of solving any problem to the greatest extent depends on the definition of a set of methods and means, the use of which allows achieving the desired end result. The existing variability of various theoretical and practical aspects of this type of management is the key to its constant and long-term study [3].

Paying tribute to the works of these authors, it should be noted that the issues of introducing SMART management into the system of public management of regional development in the context of strengthening the national security of Ukraine have not become the subject of a super-wide special study. Therefore, they remain relevant and need new scientific developments in terms of substantiating theoretical and methodological principles.

2. Methodology

For a more detailed study of the smart-management into the system of public management of regional development in the context of strengthening national security of Ukraine, the following methods were used: induction and deduction, comparison and systematization; synthesis and analysis; abstract-logical - for theoretical generalizations and conclusions of the study.

3. Research Results and Discussions

The main goal of regional management is to ensure the integrated development of regions in order to increase the degree of satisfaction of the socio-economic needs of their population. The development of regional management is carried out, as a rule, on the basis of the state regional policy as a component of the national strategy for the socio-economic development of the country. The purpose of the state regional policy is to ensure a high level of quality of human life, regardless of their place of residence, the effective use of the natural, economic, human and other potential of the territories, strengthening the social and economic unity of society. This goal is achieved, among other things, by ensuring safe living conditions for citizens, protecting the population and territories from emergency situations. The very same state regional policy, given its multi-vector nature, also involves the use of effective and efficient management in regional governance in order to achieve certain regional goals [4].

The fundamental basis of the management mechanism and the overall functioning of the enterprise is goal setting. Goal setting in corporate management is defined as a procedure for the formation of one or more goals for an organization, a practical concept by which a person determines the desired results and methods for implementing the main idea. It is the primary phase of management, involving the compilation of a tree of goals, the definition of a mission, as well as the nature of tasks. Goal-setting is a real catalyst and integrator of various actions into a certain system of goals, means and results [5].

The central point of goal-setting is the definition of a goal through a means (mechanism of implementation). An end without a definition of a means is not yet a true end, but only an initial mental project. Only having received a definition through a specific means in the process of goal-setting, the goal acquires a finished form and becomes an effective factor in human activity.

Considering that regional development is a multifaceted and multidimensional process, which can be considered as a combination of various social, economic and other types of goals, at the present stage of the formation of the Ukrainian state, the priority task of the regional head of the public

authority in the context of strengthening the national security of Ukraine is a substantive impact on one of the most important components of the public administration system - on the personnel of the local public authority to achieve pre-set goals. The leader, by the nature of his activity, coordinates the actions of the corresponding team, therefore, the effectiveness of management is defined as the ratio of the results and the various types of resources used to obtain them. In the conditions of martial law, remote work, payment of limited wages, the need for constant organization of personal security for themselves and their loved ones, one of the most common problems in the functioning of local public authorities is the lack of interest and motivation among public servants to perform the functional tasks assigned to them and responsibilities [6].

In order to solve this problem, there is a variant possibility of using certain types of management, among which SMART management takes the leading place. SMART is a criteria abbreviation used to define the technique of goal setting and goal setting in management.

There are several opinions as to who is the real author of this type of management, but most researchers consider J. Dora to be him, based on a 1981 publication in the Management review, where the material is called "There is a SMART way to write management's goals and objectives", which literally means "There is a reasonable way to create management goals and objectives" [7].

This type of management allows you to most accurately specify the objectives of the public authority. When building management goals exactly according to the SMART criteria, they will be: clear and precise, that is, they will be devoid of ambiguity; formulated on the basis of the future; fully comply with the general development strategy of the public authority; correspond to the qualifications of public servants, that is, being within their competence; include certain elements of an effort that call on the entire cadre to active and productive work.

To set a goal according to SMART criteria, you need to answer six questions (Table 1).

Table 1: To set a goal according to SMART criteria, you need to answer six questions

<i>SIX QUESTIONS FOR SMART GOAL SETTING</i>	
Who	Who is participating?
What	What exactly is the performer trying to achieve?
Where	Where does the performance take place?
When	When should the task be completed?
Which	What are the restrictions?
Why	Why should this be done?

The introduction of SMART-management into the system of public management of the development of regions in the context of strengthening the national security of Ukraine makes it possible to choose from a variety of goals those that will characterize their realism.

Under the conditions of martial law, the goal that unites the country acts as a system-forming factor in the state as a whole and in the public authority in particular, which automatically leads to the recognition of a single control center. In a rule of law state, the uniqueness of the goal does not violate the principle of freedom of choice, which is characteristic of democracy, since the conditions for free struggle between different views of people (pluralism of opinions), as well as between political forces, remain.

This method of target management is based on the fact that the development of the public administration system is programmed based on a specific goal. In accordance with this provision, according to scientists, the goal should [8]:

- be officially enshrined in the Basic Law of the state (constitution) as a categorical imperative in the charter of any organization (goal-mission of the state);
- to express the ideal of the sovereign, that is, the supreme subject of government, endowed with the exclusive powers of the supreme subject of government in the state;
- take into account the unconditional supremacy of restrictions: internal, biological, moral and other conditions for the functioning of the system and external requirements of the environment - the norms of international law and the laws of nature (ecology, time, space);
- be protected by the force of law, that is, its supremacy and exclusivity at all hierarchical levels of management and decision-making stages must be provided with mechanisms of goal-setting. The main tasks necessary for the development of a unified enterprise management algorithm in the context of the use of digital management (Tab.2).

The absence or distortion of any of the aforementioned conditions may change the content of the originally established goal, and the state, while formally maintaining the statutory goal, will actually move towards a goal of a different nature.

The difference between the goals of the state and other organizations results in a fundamentally different approach to the formation of goals. If for the state the goal is the result of postulation, then for other organizations the goal is the first stage of activity planning, which forms the basis of functional management. Taking this into account, in the program documents for the development of regions in the target block, the goal itself should be formulated, as well as specific tools for its formation and monitoring of implementation; in the second - the "administrative block" - the way of realizing this goal with specific methods of management and leadership should be disclosed [9].

When introducing SMART management into the system of public management of regional development in the context of strengthening the national security of Ukraine, it is necessary to adhere to the following two main principles [10]:

1. Evaluated - a balanced and objective assessment of the goal by management;
2. Reviewed - timely review of the goal to specify the tasks in accordance with the conditions for their implementation.

As a result of using these principles, SMART management becomes "smarter", that is, "smarter". SMART management is especially effective when it is necessary to manage during transformations and changes in the organization. And the fleeting realities of modern Ukraine starting from February 2022 and at times cardinal and urgent changes. A competent setting of realistically capable goals in the transformation of the organizational structure and activities of the public authority itself (for example, the reorganization of local state administrations into local military-civilian administrations) in the context of strengthening the national security of Ukraine gives a new impetus to the development of both the body itself and the region, which them management. However, in addition to the advantages arising from the two main principles, modern SMART management has a number of problems that need to be addressed. Against the backdrop of globalization processes and the transience of changes, the positions and criteria of SMART management seem outdated and incomplete.

After all, "management by objectives" thanks to one of the most famous management theorists Peter Drucker appeared back in 1954 (the book "The Practice of Management") [10]. At the same time, over the past 50 years, radically new models for setting "smart" goals have not appeared. This problem can cause practical difficulties in public administration, because due to the "turbulent" changes taking place in the surrounding macro environment, the goal itself becomes rapidly changing. In this regard, in particular in modern regional public authorities, there is no unified methodology for making managerial decisions (the impossibility of developing and observing it is due to the urgent need to make instant decisions caused by armed aggression and martial law). It is precisely such factors as the full-scale invasion of the troops of the Russian Federation into the territory of sovereign Ukraine, and as a result of this, the introduction of martial law in Ukraine that lead to the imperfection of the procedural mechanism for the practical implementation of previously defined goals. In addition, the problem of the contradiction between the ever-growing needs of the regions and resource limitations is important [11].

Taking into account modern globalization and transnational challenges, the internal content of the existing SMART criteria and the question of their exhaustiveness deserve to be rethought. For example, the last criterion in the SMART system - Time based (limited time) is not universal, because for the state it is expressed in the form of a goal-mission, which does not necessarily have a deadline for achievement, since the mission of the state is the main goal of the state and the corresponding process state administration, which is the reason for their implementation and existence in general.

The mission of the state covers both internal and external tasks of activity and management and determines the further specification of goals, strategies and policies. Therefore, its formation should precede the stage of setting goals, otherwise there will be no unity of the system of goals, which can lead to unreasonably large expenditures of resources for their implementation. The goals directly defined for the fulfillment of the mission of the state should be considered as the main directions of its activity and management [12]. Among these goals of the Ukrainian state are: ensuring independence and sovereignty; creation of a democratic, legal state in which the law reigns; achievement of a high level of social development, which will provide social conditions for the life of citizens of Ukraine at the level of the advanced countries of the world. The mission of the state, as a rule, contains a summary of the most important goal for the long term and the direction of state policy.

It should also be noted that SMART management sets certain management standards that correspond to certain principles (Table 2).

Table 2: SMART management principles

<i>N^o</i>	<i>SMART management principles</i>
1	Performance standards should be specific and strenuous. Concreteness implies their clarity and the absence of reasons for discussion. Setting "tight" standards means that motivation and performance increase when the standards are "difficult" but achievable, the work has value, support is provided, and regular feedback on performance is provided;
2	Performance standards should be measurable, to avoid disputes about how successfully they are achieved (or not). Changing standards also makes it easier to establish feedback on intermediate results;
3	Performance standards should be consistent and accessible. If employees disagree with the standards, believing them to be too "heavy", they have an incentive to fail - to prove their case. It is reckless to set a task, completely ignoring the opinion of the performers. Without participating in the setting of standards, employees are quite active in achieving them. Participation in the development of standards allows employees to put forward constructive and innovative ideas for organizing the process of achieving them;
4	Performance standards should be realistic and relevant, making them more attractive to all involved. Standards are appropriate when they are in line with the goals of the public authority and the desire of employees for development, and more realistic when the performer is involved in setting them;
5	Performance standards must be related to time - that is, it is known by what point they must be achieved

The total number of performance standards, if possible, should be in the range of 4 to 10.

As for the issue of exhaustibility of SMART criteria, today, taking into account the requirements of the time and in order to make the goals more detailed, the above list can logically expand.

SMART abbreviation can be supplemented with such parameters as[13]:

Inspiration - that is, it may be necessary to make sure that the task is interesting to a particular performer and he really strives to complete it of his own free will;

Ethics - that is, it may be necessary to clarify whether the task is ethical, whether it contradicts the moral principles of a particular performer.

To ensure the reach of goals, the manager must take into account the professional and personal qualities of the staff, while maintaining objectivity in setting the goal[14].

It is appropriate to use the goal-setting technology according to SMART management at the level of both the entire regional public authority and at the level of its separate structural divisions. This will ensure the methodological integrity of achieving the goal. The significance of the goal is determined by the presence of an answer to the question: is it important for achieving higher-level goals? The introduction of SMART management technology in project management and territorial development programs should be based on an organizational strategy and be consistent with the corporate vision, mission and values [15-20].

Goal-setting approaches both in management and in public administration must constantly evolve in the same way as the subjects of management themselves. Taking into account the established and possible additional SMART criteria, we believe that the most significant factor in the successful formation of goals in public authorities is the unity and unambiguity of the interpretation of the goal by the head and staff. This indicates that the main direction in improving public administration in terms of goal setting in public authorities is the development of feedback between different levels of the hierarchy.

4. Conclusions

In modern domestic public administration, especially at the local level (in the newly territorial communities), not enough attention is paid to variable goal-setting methods, including SMART management. If the goal is abstract, unrealistic and timeless, it is not clear what to do to achieve it, and how to track progress itself. SMART management: focuses employees on the implementation of specific tasks (it is easier to break a specific goal into tasks to achieve it); allows you to evaluate the progress of the goal (it is convenient for employees to track the result when the goal is measurable); simplifies communication in the team (all members of the team know what result the relevant body is striving for, no time is wasted on additional explanations); increases the chances of success (SMART management facilitates the process of setting goals).

The management methods used in the public administration system are distinguished by their diversity and variability. It depends on the level of the public authority and the scale of the goal to be realized. Each of the goal-setting methods, including

SMART management, must be explained and understood by absolutely all subjects of its implementation, that is, certain preparation must be made for its implementation and effective application. The use of SMART management can be combined with traditional methods and forms of management. It depends on the specific current socio-economic, military and other situation in a particular territory, in a particular region or country as a whole.

In this regard, we consider the following promising areas for further theoretical and practical research in this area:

- mechanisms for implementing SMART management in specific sectors of the regional economy;
- the effectiveness of SMART management during martial law;
- technologies for public management of the development of regions during armed aggression by other states.

Thus, based on the results of substantiating the features of introducing SMART management into the system of public management of regional development in the context of strengthening the national security of modern Ukraine, we note that mastering the art of SMART management, especially in conditions of increased pressure from crisis phenomena, does not allow postponing the implementation of tasks for tomorrow, next month or next year. Everything needs to be done today promptly according to planning, regularly monitor and analyze the results.

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