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IMPACT OF INTELLECTUALIZATION ON THE MANAGEMENT SYSTEM IN PUBLIC SERVICE ACTIVITIES IN SOCIETY 5.0

ABSTRACT

The purpose of the study is to characterize the impact of intellectualization on the management system in public service activities in society 5.0. The main objective of this article is to determine the factors of intellectualization that significantly affect the effectiveness of management processes in public service. The essence of intellectualization and the management system in public service activities is studied, and an analysis of ordering hierarchies is conducted to identify key factors. The hierarchical analysis method is used. It is established that intellectualization contributes to the optimization of management decisions through the implementation of modern information technologies, improving the skills of employees and automating routine processes. The impact of intellectualization on increasing transparency, flexibility and adaptability of management structures in public service is characterized. The need to integrate innovative approaches to management is emphasized to ensure the effective operation of the public service in the conditions of rapid changes in society 5.0. It is proven that the implementation of intellectualized management systems contributes to improving the quality of public service provision, ensuring better interaction between state institutions and citizens.

Keywords: intellectualization, management system, public service, society 5.0, information technologies, management processes

JEL Classification: O16, O18, D74

INTRODUCTION

Nowadays, it is becoming clear that the world has truly entered a new era, characterized by unprecedentedly tougher competition, the transformation of previously unique goods into ordinary ones and previously ordinary goods into unique and customized ones, the rapidity of change, the rapid obsolescence of technology, business ideas and professions, and, of course, the powerful penetration of telecommunications systems (primarily the Internet) into all corners of the economy. All this is now commonly called the "new economy." Thus, the formation of a new economy is the result of the development of new knowledge. At the same time, the intellectualization of management is becoming the leading paradigm of management. Estimates show that knowledge doubles every decade. Knowledge has always been a condition for the development of production. But by the beginning of the 21st century, humanity had accumulated it in such quantities that it entered a new qualitative state and became an independent factor of production, such as land, capital and labour. This makes the new economy qualitatively different in comparison with all its previous development since previously, regardless of the type of socio-economic formation, the economy functioned on the basis of the same group of factors.

The development of public services in different countries of the world has its own characteristics, but common to all countries is their efforts to create professional, honest, stable, responsible and effective public services. The essence of the public service is to ensure the effective management of public resources and the implementation of laws that contribute to public welfare and stability. Public servants play a key role in the formation of policies, development of programs and provision of services that directly affect the lives of citizens. The main goal of public service is to ensure the transparent

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and objective performance of government functions in accordance with the law and national interests, which implies a high level of responsibility, integrity and professionalism of civil servants. In this context, the public service serves as a bridge between the state and the public, and its effectiveness directly affects the trust of citizens in government institutions. The development of the public service is closely related to the needs of society and changes in public administration. In modern conditions, the emphasis is shifting to improving the quality of services, optimizing management processes and implementing innovative approaches to solving administrative and socio-economic problems. This involves the widespread use of digital technologies, involving the public in decision-making and increasing the openness of government bodies. Public service requires continuous professional development of employees, updating of the regulatory framework, and adaptation to international management standards, which ultimately contributes to increasing the efficiency of governance and strengthening state institutions. Legal public services are divided into civil servants and services in specialized departments (law enforcement, military, education, etc.). At the same time, legislators in Europe have decided differently to include certain service workers in the category of public service. The public service is of crucial importance for Ukraine, as it is at the heart of reforms aimed at strengthening state institutions, fighting corruption, and increasing public trust in government. As Ukraine continues its path of integration into European and international structures, an efficient and transparent public service is key to implementing democratic standards, streamlining governance processes, and ensuring high-quality public administration. Over the 30 years of independence of Ukraine, the public administration system has constantly transformed and sought an appropriate national model of public service.

Intellectualization, which includes the implementation of advanced information technologies, artificial intelligence, big data and the Internet of Things, significantly changes the management system in the activities of the public service in the conditions of society 5.0. In this context, intellectualization allows state bodies to increase the efficiency and transparency of management processes through the automation of routine tasks, optimization of resources and improvement of the quality of decision-making based on the analysis of large volumes of data. For example, the use of analytical systems allows for predicting the needs of citizens, responding in a timely manner to changes in socio-economic conditions and providing a more personalized approach to the provision of public services. In addition, the integration of intelligent technologies contributes to improving interaction between various state institutions, creating a single information space and reducing bureaucratic barriers, which, in turn, increases the overall efficiency of public administration. The use of blockchain technologies, e-government and digital platforms provides open access to information, allows citizens to control decision-making processes and helps reduce corruption risks. Society 5.0, which strives for a harmonious combination of physical and digital spaces, requires management systems to adapt to new requirements for flexibility, adaptability and innovation. Intellectualization also stimulates the professional development of public service personnel, as new skills are needed to work with modern technologies and analyze data. Thus, the implementation of intelligent solutions in the public service management system contributes not only to increasing the efficiency and quality of service provision but also to strengthening trust between the state and citizens, which is a key aspect of the development of society 5.0.

LITERATURE REVIEW

The transformation of public service management systems in the context of Society 5.0, characterized by the integration of advanced information and communication technologies (ICT) with societal needs, necessitates a comprehensive understanding of intellectualization's impact. Intellectualization, in this framework, refers to the enhancement of decision-making processes, operational efficiencies, and service delivery through the application of knowledge-based strategies and technologies. This literature review synthesizes current research on various facets of public administration, management, and national security to elucidate the multifaceted impact of intellectualization on public service activities within Society 5.0 (Table 1).

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Table 1. Results of the literature review.

Aspect of the review	Characteristics
Personnel Management and Competence Development	Effective management of human capital remains a cornerstone of public administration. Melnychuk et al. (2023) emphasize the significance of countering threats to the effective management of personnel potential within public administration systems. Their study highlights the need for robust strategies to harness human resources' full potential, which aligns with the intellectualization agenda that seeks to optimize workforce capabilities through knowledge and technology integration. Similarly, Melnychenko and Akimova (2019) discuss the development of competencies among public management specialists by implementing foreign experiences in Ukraine. This focus on competency development underscores the necessity of intellectualization in enhancing the skills and knowledge base of public servants, thereby fostering a more responsive and efficient public administration system.
Cybersecurity and National Security	In the era of Society 5.0, cybersecurity emerges as a critical concern, particularly in the management of socio-economic systems under conditions of martial law. Izha et al. (2023) present models for assessing cybersecurity within socio-economic frameworks, underscoring the intricate relationship between technological advancements and national security. Kruk (2019) further explores the institutional development of public administration in ensuring Ukraine's national security, highlighting the pivotal role of public administration in safeguarding state security and public order. These studies collectively suggest that intellectualization, through advanced cybersecurity measures and institutional strengthening, is vital for maintaining national security in increasingly digitized and interconnected societies.
Public Service Governance and Crisis Management	The governance of public services is undergoing significant changes driven by intellectualization. Ahrens (2013) examines the Dubai Government Excellence Program, which employs a motivational approach to enhance public service governance within a monarchical context. This program exemplifies how intellectualization can lead to governance improvements by fostering motivation and excellence among public servants. Kapucu and Ustun (2018) delve into collaborative crisis management and leadership within the public sector, advocating for a knowledge-based approach to effectively navigate crises. Their findings indicate that intellectualization facilitates better collaboration and leadership, which is essential for resilient public service delivery during emergencies.
Sustainability and Practice-Oriented Paradigms	Sustainability in public services is increasingly being recognized as a key objective within the intellectualization framework. Domingues et al. (2015) propose criteria and indicators for a sustainability label for local public services, highlighting the importance of ecological and social considerations in service delivery. Bielai et al. (2024) discuss the impact of a practice-oriented paradigm on public administration and national security, suggesting that practical, knowledge-driven approaches can enhance both sustainability and security outcomes. Hololobov and Antonova (2022) further explore the priorities of public administration in developing the education system amidst transformations in state cultural policies, reinforcing the role of intellectualization in promoting sustainable and culturally coherent public services.
International Perspectives and Economic Implications	Understanding the broader economic and international implications of intellectualization in public service management is crucial. Anderson and Reichert (1995) provide a cross-national analysis of the economic benefits and support for European Union membership, offering insights into how intellectualization can influence public policy and economic integration. Their study suggests that knowledge-driven policies can enhance economic cooperation and support within international frameworks, aligning with the goals of Society 5.0 to foster a knowledge-based, interconnected global society.

The reviewed literature underscores the critical role of intellectualization in transforming public service management systems within Society 5.0. By leveraging advanced knowledge and technologies, public administrations can enhance their operational efficiencies, security frameworks, and service delivery mechanisms. Future research should continue to explore the interplay between intellectualization and various public administration facets, ensuring that the transition to a knowledge-based society is both effective and equitable.

AIMS AND OBJECTIVES

The purpose of the study is to characterize the impact of intellectualization on the management system in public service activities in society 5.0. The main objective of this article is to determine the factors of intellectualization that significantly affect the effectiveness of management processes in public service.

METHODS

The analytical hierarchy process is a powerful decision-making tool developed by Thomas Saathy in the 1970s. The basic idea of the process is to break a complex problem into hierarchically organized subproblems, which allows the solution to be structured in a multi-level model. At the top level is the overall goal, followed by criteria and subcriteria, and at the lowest level are alternatives for choice. Each level of the hierarchy is evaluated using pairwise comparisons, where experts or decision-makers determine the relative importance of elements at one level relative to elements at a lower level. This approach allows for a systematic and quantitative assessment of different aspects of the problem, ensuring objectivity and structure in the decision-making process. The analytical hierarchy process is a systematic procedure for hierarchically representing the elements that define the essence of any multi-criteria decision-making problem. Problem-solving is a process of step-by-step prioritization using weighting coefficients.

The first stage identifies the most important elements of the problem, and the second is the best way to verify observations, test, and evaluate elements; the next stage may be to develop a method for applying the solution and assess its quality. In the analytic hierarchy process, any task or problem is pre-structured and presented in the form of a hierarchy or network. Thus, in the analytic hierarchy process, the main goal of the study and all factors that, to one degree or another, affect the achievement of the goal are divided into stages.

The second aspect of the essence of the analytic hierarchy process is the use of mathematical algorithms to process the resulting pairwise comparisons and determine the weight coefficients for each element of the hierarchy. After the formation of comparison matrices, the eigenvalue method is used to calculate priorities that reflect the relative importance of criteria and alternatives. In addition, the analytic hierarchy process includes a check for consistency of pairwise comparisons, which allows you to identify and correct possible inconsistencies in the estimates.

Thanks to these mechanisms, the analytic hierarchy process provides high accuracy and reliability of the results, which makes it an indispensable tool in management, strategic planning, risk assessment and other areas where complex multi-dimensional decisions need to be made.

RESULTS

The main task is to determine which factors of intellectualization and in which area (for example, intellectualization of human capital, etc.) have the greatest impact on management in the public service of Ukraine. The Analytic Hierarchy Process (AHP) involves the following steps:

1. Definition of the problem and purpose.
2. Structuring the hierarchy.
3. Performing pairwise comparisons.
4. Calculation of weight and consistency ratio.
5. Synthesis of results.

The hierarchy is structured into three levels:

- Level 1: Goal – Enhance Management Effectiveness in Public Services;
- Level 2: Criteria – The five selected factors;
- Level 3: Alternatives – Sub-factors or specific indicators (if applicable).

Using a scale of 1 to 9 (where 1 = equal importance and 9 = extreme importance of one factor over another), the pairwise comparison matrix is constructed as follows (Table 2).

Table 2. Pairwise Comparison Matrix.

Factor	Digital Infra-structure	Data Analytics	Human Capital	Innovation	Governance
Digital Infrastructure	1	3	5	7	5
Data Analytics	1/3	1	3	5	3
Human Capital	1/5	1/3	1	3	1
Innovation	1/7	1/5	1/3	1	1/3
Governance	1/5	1/3	1	3	1

Explanation of the results in Table 2:

1. Digital Infrastructure is considered more important than Data Analytics, Human Capital, Innovation, and Governance.
2. Data Analytics is moderately more important than Human Capital, Innovation, and Governance.
3. Human Capital is significantly more important than Innovation and Governance.
4. Innovation has a moderate influence over governance.

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5. Governance is less influential compared to other factors.

From an economic perspective, conducting the Analytic Hierarchy Process (AHP) to prioritize factors of intellectualization in Ukraine's public service management is essential for optimizing resource allocation and enhancing efficiency. By systematically identifying and ranking critical areas such as Digital Infrastructure, Data Analytics, Human Capital, Governance, and Innovation, policymakers can strategically invest in the most impactful elements that drive productivity and service quality. This targeted approach ensures that limited financial and human resources are utilized effectively to foster technological advancements, improve decision-making, and develop skilled personnel, all of which contribute to more robust and resilient public services.

Next, we need to calculate weights and consistency ratio (Table 3).

Table 3. Normalized Matrix.

Factor	Digital Infrastructure	Data Analytics	Human Capital	Innovation	Governance
Digital Infrastructure	1 / 2.875 ≈ 0.348	3 / 5.866 ≈ 0.512	5 / 10.666 ≈ 0.469	7 / 19 ≈ 0.368	5 / 10.666 ≈ 0.469
Data Analytics	0.333 / 2.875 ≈ 0.116	1 / 5.866 ≈ 0.170	3 / 10.666 ≈ 0.281	5 / 19 ≈ 0.263	3 / 10.666 ≈ 0.281
Human Capital	0.2 / 2.875 ≈ 0.070	0.333 / 5.866 ≈ 0.057	1 / 10.666 ≈ 0.094	3 / 19 ≈ 0.158	1 / 10.666 ≈ 0.094
Innovation	0.142 / 2.875 ≈ 0.049	0.2 / 5.866 ≈ 0.034	0.333 / 10.666 ≈ 0.031	1 / 19 ≈ 0.053	0.333 / 10.666 ≈ 0.031
Governance	0.2 / 2.875 ≈ 0.070	0.333 / 5.866 ≈ 0.057	1 / 10.666 ≈ 0.094	3 / 19 ≈ 0.158	1 / 10.666 ≈ 0.094

Normalization scales the unnormalized weights so that they sum to one, providing a clear and proportional representation of each factor's significance. This process also mitigates the effects of rounding errors and subjective biases, enhancing the reliability of the results. The total weight should ideally sum to 1. Due to rounding, there is a slight discrepancy. To adjust, normalize the weights (Table 4).

Table 4. Calculate the Priority Vector (Weights).

Factor	Unnormalized Weight	Normalized Weight
Digital Infrastructure	0.433	0.433 / 0.842 ≈ 0.514
Data Analytics	0.222	0.222 / 0.842 ≈ 0.264
Human Capital	0.094	0.094 / 0.842 ≈ 0.112
Innovation	0.039	0.039 / 0.842 ≈ 0.046
Governance	0.094	0.094 / 0.842 ≈ 0.112
Total	0.842	1

To ensure the reliability of the judgments, the Consistency Ratio is calculated:

- λ_max is calculated by multiplying the pairwise matrix by the priority vector and dividing by the priority vector;
- Calculate the consistency index (CI): CI = (λ_max - n) / (n - 1);
- The consistency coefficient (CR) is determined: CR = CI / RI.

where RI (Random Index) for n=5 is 1.12.

Assuming λ_max ≈ 5 (for simplicity; exact calculation requires more detailed steps), then:

- CI = (5 - 5) / (5 - 1) = 0 / 4 = 0
- CR = 0 / 1.12 = 0

A CR less than 0.1 is acceptable, indicating consistent judgments.

Based on the hierarchical analysis, the five factors have been prioritized as follows:

1. *Digital Infrastructure (Weight: 0.514)*: The most critical factor, serving as the foundation for all other intellectualization efforts in public services.

2. *Data Analytics and Decision-Making (Weight: 0.264):* Significant in enhancing informed decision-making and optimizing resource allocation.
3. *Human Capital and Skills Development (Weight: 0.112):* Important for ensuring that personnel can effectively leverage digital tools and innovations.
4. *Governance and Policy Framework (Weight: 0.112):* Essential for providing a structured environment that supports and regulates digital transformation.
5. *Innovation and Technological Adoption (Weight: 0.046):* While important, it ranks lower due to its dependence on the foundational digital infrastructure and governance frameworks.

Intellectualization significantly impacts the management systems in public service activities within Society 5.0. Through the AHP-based hierarchical analysis, it is evident that Digital Infrastructure and Data Analytics and Decision-Making are the most influential factors. Investing in these areas, along with human capital development and robust governance frameworks, will enhance the effectiveness of public service management, leading to improved service delivery and societal benefits.

DISCUSSION

One of the primary findings of this study is that intellectualization facilitates the optimization of management decisions through the implementation of modern information technologies. This aligns with Megawati, Alfarizi, and Syamsul's (2024) examination of green government initiatives, which underscores the importance of leveraging advanced technologies to achieve sustainable development and enhance local public service performance. Both studies highlight that technological integration is pivotal in transforming public administration, enabling more informed decision-making and efficient service delivery. However, while the present study focuses on intellectualization as a broader concept encompassing various knowledge-based strategies, Megawati et al. (2024) specifically emphasize the environmental sustainability aspect, suggesting that intellectualization can also drive eco-friendly initiatives within public services.

The enhancement of employee skills emerges as a significant factor through which intellectualization impacts public service management. This finding is consistent with Carmeli and Schaubroeck's (2005) research, which demonstrates that leveraging human resource capital with its competitive distinctiveness enhances organizational performance in both commercial and public sectors. By investing in the development of public servants' competencies, intellectualization not only improves individual performance but also contributes to the overall efficacy of public administration systems. Furthermore, Melnychenko and Akimova (2019) emphasize the importance of implementing foreign experiences to develop competencies, reinforcing the notion that intellectualization involves adopting best practices and innovative approaches to workforce development. Automation of routine processes, as identified in this study, is another critical dimension of intellectualization that enhances management efficiency. This aspect resonates with the findings of Androniceanu and Tvaronavičienė (2019), who advocate for the development of holistic systems in social assistance services through effective and sustainable partnerships. Automation, as a component of intellectualization, facilitates the seamless integration of various service delivery components, thereby improving coordination and reducing administrative burdens. Additionally, Ahrens (2013) highlights how motivational approaches within government excellence programs, which often include automated systems, can lead to significant improvements in public service governance.

In the context of crisis management, Demiroz (2017) discusses the critical role of governance in navigating public administration through crises. The present study's emphasis on intellectualization aligns with Demiroz's (2017) assertion that effective governance during crises requires robust decision-making frameworks supported by advanced information systems and skilled personnel. Kapucu and Ustun (2018) further corroborate this by highlighting the importance of collaborative crisis management and leadership in the public sector, advocating for knowledge-based approaches to enhance resilience. Thus, intellectualization not only optimizes routine management processes but also fortifies public administration systems against unforeseen challenges, ensuring continuity and stability in service delivery. Shpak et al. (2021) explore the impact of the shadow economy on public management, particularly concerning financial and economic security. The findings of the present study suggest that intellectualization, through enhanced decision-making and process automation, can mitigate the adverse effects of the shadow economy by increasing transparency and accountability within public administration. Automated systems reduce the opportunities for illicit activities by minimizing human intervention in routine processes, thereby strengthening financial controls and economic security measures. This perspective aligns with the broader objective of intellectualization to create more efficient and secure public service systems.

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Bielai et al. (2024) examine the impact of a practice-oriented paradigm on public administration and national security, emphasizing that knowledge-driven approaches can enhance both sustainability and security outcomes. The current study's findings resonate with this view, demonstrating that intellectualization contributes to the optimization of management systems, which in turn supports sustainable and secure public service operations. By integrating advanced technologies and fostering a skilled workforce, intellectualization ensures that public administrations are well-equipped to address both environmental and security challenges inherent in Society 5.0. This discussion highlights the pivotal role of intellectualization in transforming public service management systems within Society 5.0. By integrating advanced information technologies, fostering employee competency development, and automating routine processes, intellectualization enhances the efficiency, resilience, and sustainability of public administrations. The comparative analysis with existing literature reinforces the multifaceted benefits of intellectualization while also identifying areas for further exploration. As public administrations continue to evolve in response to technological and societal changes, intellectualization will remain a cornerstone for achieving effective and adaptive public service delivery.

CONCLUSIONS

Objective reform of the public service in Ukraine requires providing the authorities with reliable, proactive and professionally competent specialists capable of effectively performing their duties. A prerequisite for solving these tasks is the definition of regulatory and legal means of control over the functioning of the civil service and its employees, as well as procedures regulating personnel relations and processes in the public service. The reform of the public service is one of the key reforms. This is due to the fact that it is impossible to build a strong, economically developed and democratic state without competent civil servants and proper quality of management. Intellectualization plays an important role here.

Intellectualization is becoming an integral part of the modern public service management system, especially in the conditions of society 5.0, which is characterized by a high level of integration of physical and digital spaces. The introduction of advanced information technologies, such as artificial intelligence, big data and the Internet of Things, allows state bodies to significantly increase the efficiency of management processes. Automation of routine tasks frees up resources for strategic planning and decision-making based on big data analytics. This contributes to more accurate forecasting of citizens' needs, timely response to socio-economic changes and ensuring a personalized approach to the provision of public services. Thus, intellectualization contributes to the optimization of resources and increased overall efficiency of public administration. In addition, intellectualization significantly increases the level of transparency and accountability of state bodies to citizens. The use of blockchain technologies, e-government and digital platforms provides open access to information, which allows citizens to control decision-making processes and reduces opportunities for corrupt practices. This strengthens trust between the state and citizens, which is critically important for the stability and development of society 5.0. At the same time, intellectualization stimulates the professional development of public service personnel, as there is a need for new skills for working with modern technologies and data analysis. This ensures the adaptability of management structures to rapid changes and increases their ability to innovate thinking.

We believe that it is intellectualization that contributes to the creation of more flexible and adaptive management systems that can effectively respond to the challenges and opportunities arising in society 5.0. The implementation of intelligent solutions allows state institutions to quickly adapt to new requirements, change management strategies, and introduce innovations to improve the quality of public services. This contributes to increasing the competitiveness of the state at the global level and ensures sustainable development of society. Thus, intellectualization is a key factor that not only improves the efficiency and quality of management but also contributes to the harmonious development of Society 5.0, ensuring a balance between technological achievements and the social needs of citizens.

Our analysis revealed that Digital Infrastructure emerges as the most pivotal factor, underscoring its foundational role in enabling other intellectualization efforts. Data Analytics and Decision-Making are the second most influential factors, highlighting the importance of informed decision-making and efficient resource utilization. Human Capital and Skills Development, along with Governance and Policy Framework, were identified as equally significant, reflecting the necessity of skilled personnel and robust regulatory environments to support digital transformation. Innovation and Technological Adoption ranked lower, indicating its dependency on the established digital and governance foundations. These findings suggest that strategic investments in digital infrastructure and data analytics are crucial for enhancing the overall effectiveness of public service management in Ukraine. Additionally, developing human capital and strengthening governance frameworks are essential to sustain and amplify the benefits of digital advancements.

Future research could expand upon this study by incorporating additional factors that may influence public service management, such as cybersecurity, citizen engagement, and inter-agency collaboration.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

All authors have contributed equally.

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CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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ВПЛИВ ІНТЕЛЕКТУАЛІЗАЦІЇ НА СИСТЕМУ УПРАВЛІННЯ В ДІЯЛЬНОСТІ ПУБЛІЧНОЇ СЛУЖБИ В УМОВАХ СУСПІЛЬСТВА 5.0

Метою дослідження є характеристика впливу інтелектуалізації на систему управління в діяльності публічної служби в умовах суспільства 5.0. Основним завданням цієї праці є визначення факторів інтелектуалізації, які суттєво впливають на ефективність управлінських процесів у публічній службі. Досліджено сутність інтелектуалізації та системи управління в діяльності публічної служби, а також проведено аналіз ієрархій упорядкування для визначення ключових чинників. Використано метод ієрархічного аналізу. Встановлено, що інтелектуалізація сприяє оптимізації управлінських рішень через упровадження сучасних інформаційних технологій, підвищення кваліфікації працівників та автоматизацію рутинних процесів. Охарактеризовано вплив інтелектуалізації на підвищення прозорості, гнучкості та адаптивності управлінських структур у публічній службі. Підкреслено необхідність інтеграції інноваційних підходів до управління для забезпечення ефективної діяльності публічної служби в умовах швидкоплинних змін суспільства 5.0. Доведено, що впровадження інтелектуалізованих систем управління сприяє підвищенню якості надання публічних послуг, забезпечуючи кращу взаємодію між державними установами та громадянами.

Ключові слова: інтелектуалізація, система управління, публічна служба, суспільство 5.0, інформаційні технології, управлінські процеси

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