

- economic environment in terms of entropy: collective monograph edited by D.Sc. in Economics, Prof. Prokhorova V. V.] (p. 92–98). Kharkiv: Vydavnytstvo Ivanchenko I. S.
<https://doi.org/10.33296/monograpf-2024>
- Prokhorova V. V. & Bozhanova O. V. (2020). Stratehichno-orientovani napriamy innovatsiinoho rozvytku promyslovoho pidpriemstva [Strategically-oriented directions of innovative development of an industrial enterprise]. *Ekonomichniy visnyk*, 2, 132–140.
<https://doi.org/10.33271/ev/70.132>
- Prokhorova V. V., Yanchak Yu. O. & Shcherbyna Ye. V. (2024). Instrumenty tsyfrovoy ekonomiky v konteksti pidvyshchennia efektyvnosti diialnosti promyslovykh pidpriemstv [Digital economy tools in the context of increasing the efficiency of industrial enterprises activity]. *Biznes Inform*, 3, 174–182.
<https://doi.org/10.32983/2222-4459-2024-3-174-182>
- Qiu X., Holmen E. & Havensvid M. (2022). Open for Business: Towards an Interactive View on Dynamic Capabilities. *Industrial Marketing Management*, 107, 148–160.
<https://doi.org/10.1016/j.indmarman.2022.09.027>
- Samoiliuk M. Treker ekonomiky Ukrainy pid chas viiny [Tracker of the economy of Ukraine during the war]. *Tsentr ekonomichnoi stratehii*. <https://ces.org.ua/tracker-economy-during-the-war/>
- Sharapa V. H. & Breus S. V. (2025). Stratehiia rozvytku pidpriemstv Ukrainy: ryzyky ta kliuchovi chynnyky uspikhu [Development strategy of Ukrainian enterprises: risks and key success factors]. *Ekonomika, upravlinnia ta administruvannia*, 4, 19–25.
[https://doi.org/10.26642/ema-2025-4\(114\)-19-25](https://doi.org/10.26642/ema-2025-4(114)-19-25)
- Vovk M. V. (2025). Stratehichne upravlinnia potentsialom pidpriemstv pid vplyvom viiskovykh dii v Ukraini [Strategic management of the potential of enterprises under the influence of military actions in Ukraine]. *Ukrainskyi ekonomichniy chasopys*, 10, 17–20.
<https://doi.org/10.32782/2786-8273/2025-10-3>
- Wenzel M., Stanske S. & Lieberman M. B. (2021). Strategic responses to crisis. *Strategic Management Journal*, 2(42), O16–O27.
<https://doi.org/10.1002/smj.3161>

Стаття надійшла до редакції / Received: 10.05.2026
Статтю прийнято до публікації / Accepted: 23.05.2026
Опубліковано / Published: 25.06.2026

UDC 35.077.6
JEL: D83; H83; O33
DOI: <https://doi.org/10.32983/2222-4459-2026-5-560-568>

STRATEGIC BUSINESS COMMUNICATION IN E-GOVERNANCE: ENSURING INSTITUTIONAL RESILIENCE AND TRUST IN THE CONDITIONS OF DIGITAL PUBLIC ADMINISTRATION

©2026 ANDROSHCHUK I. O., HORPYNCHENKO O. V., LYPCHANSKYI V. O., KRAMAR B. B.

UDC 35.077.6
JEL: D83; H83; O33

**Androshchuk I. O., Horpynchenko O. V., Lypchanskyi V. O., Kramar B. B. Strategic Business Communication in E-Governance:
Ensuring Institutional Resilience and Trust in the Conditions of Digital Public Administration**

The role of strategic business communications within the e-governance system as a key tool for ensuring institutional resilience and building public trust in the context of the digital transformation of public administration is examined in this article. It is substantiated that the development of digital technologies and the implementation of e-governance require traditional approaches to communication between the State, business and citizens to be reconsidered. Strategic business communications are identified as a system-forming element of digital public administration through which efficient information exchange, stakeholder involvement in decision-making processes, increased transparency of government activities and strengthened legitimacy of administrative decisions are ensured. The aim of the study is to provide a theoretical substantiation for the role of strategic business communications within the e-governance system as a tool for ensuring institutional resilience and building trust in digital public administration, as well as to develop conceptual approaches to the integration of communication mechanisms into the digital governance system. A range of general and specialised research methods was employed, including a system approach, institutional analysis, methods of logical generalisation, analysis and synthesis, as well as comparative and structural-functional methods. It has been found that the efficiency of e-governance is largely determined by the level of development of strategic business communications, through which interaction between public authorities, business and civil society is facilitated via digital channels and platforms. It has been demonstrated that the institutional resilience of the modern public administration system is determined not only by the quality of digital infrastructure and the level of technological development, but also by the ability of State institutions to maintain open dialogue with stakeholders, counter disinformation, ensure transparency of activities and sustain a high level of public trust. It is further substantiated that strategic business communications contribute to the minimisation of information uncertainty, the enhancement of the adaptability of public institutions to crisis-related challenges, the strengthening of digital trust and the improvement of the efficiency of digital transformation processes. The scientific novelty of the study is reflected in the development of an original conceptual model of the impact of strategic business communications on ensuring institutional resilience and trust within the digital public administration system. Within the proposed model, key stakeholder groups, digital environment factors, institutional and regulatory conditions, communication instruments and the outcomes of their implementation are integrated into a unified system of interrelated elements of digital governance. The practical significance of the obtained results is determined by the possibility of applying the proposed approaches by State and local government authorities to improve communication policy, increase public trust, strengthen institutional resilience and enhance the efficiency of digital transformation projects in the field of public administration.

Keywords: e-governance; digital public administration; strategic business communications; institutional resilience; public trust; digital transformation; digital governance; stakeholders; public administration; digital democracy.

Fig.: 1. Bibl.: 20.

Androshchuk Ilona O. – PhD (Economics), Associate Professor, Associate Professor of the Department of Economics, Management and Commercial Activities, Central Ukrainian National Technical University (8 Universytetskyi Ave., Kropyvnytskyi, 25006, Ukraine)

E-mail: androshchukio@kntu.kr.ua

ORCID: <https://orcid.org/0000-0002-2232-8061>

Horpynchenko Olha V. – PhD (Economics), Associate Professor, Associate Professor of the Department of Economics, Management and Commercial Activities, Central Ukrainian National Technical University (8 Universytetskyi Ave., Kropyvnytskyi, 25006, Ukraine)

ORCID: <https://orcid.org/0000-0002-1271-4145>

Lypchanskyi Volodymyr O. – PhD (Pedagogy), Associate Professor of the Central Ukrainian National Technical University (8 Universytetskyi Ave., Kropyvnytskyi, 25006, Ukraine)

ORCID: <https://orcid.org/0000-0002-8525-512X>

Kramar Bohdan B. – Assistant, Department of Economics, Management and Commercial Activities, Central Ukrainian National Technical University (8 Universytetskyi Ave., Kropyvnytskyi, 25006, Ukraine)

ORCID: <https://orcid.org/0009-0007-9967-4687>

УДК 35.077.6

JEL: D83; H83; O33

Андрощук І. О., Горпинченко О. В., Липчанський В. О., Крамар Б. Б. Стратегічні бізнес-комунікації в системі електронного врядування: забезпечення інституційної стійкості та довіри в умовах цифрового публічного управління

Статтю присвячено дослідженню ролі стратегічних бізнес-комунікацій у системі електронного врядування як важливого інструменту забезпечення інституційної стійкості та формування суспільної довіри в умовах цифрової трансформації публічного управління. Обґрунтовано, що розвиток цифрових технологій та впровадження електронного врядування зумовлюють необхідність переосмислення традиційних підходів до комунікаційної взаємодії між державою, бізнесом і громадянами. Визначено, що стратегічні бізнес-комунікації виступають системоутворювальним елементом цифрового публічного управління, який забезпечує ефективний обмін інформацією, залучення стейкхолдерів до процесів прийняття рішень, підвищення прозорості діяльності органів влади та зміцнення легітимності управлінських рішень. Метою дослідження є теоретичне обґрунтування ролі стратегічних бізнес-комунікацій у системі електронного врядування як інструменту забезпечення інституційної стійкості та формування довіри до цифрового публічного управління, а також розробка концептуальних підходів до інтеграції комунікаційних механізмів у систему цифрового урядування. У процесі дослідження використано комплекс загальнонаукових і спеціальних методів дослідження, зокрема системний підхід, інституційний аналіз, методи логічного узагальнення, аналізу та синтезу, порівняльний і структурно-функціональний методи. Встановлено, що ефективність електронного врядування значною мірою залежить від рівня розвитку стратегічних бізнес-комунікацій, які забезпечують взаємодію між органами влади, бізнесом і громадянським суспільством через цифрові канали та платформи. Доведено, що інституційна стійкість сучасної системи публічного управління визначається не лише якістю цифрової інфраструктури та рівнем технологічного розвитку, але й здатністю державних інституцій підтримувати відкритий діалог зі стейкхолдерами, протидіяти дезінформації, забезпечувати прозорість діяльності та підтримувати високий рівень суспільної довіри. Обґрунтовано, що стратегічні бізнес-комунікації сприяють мінімізації інформаційної невизначеності, підвищенню адаптивності державних інституцій до кризових викликів, посиленню цифрової довіри та забезпеченню ефективності процесів цифрової трансформації. Наукова новизна дослідження полягає в розробленні авторської концептуальної моделі впливу стратегічних бізнес-комунікацій на забезпечення інституційної стійкості та довіри в системі цифрового публічного управління. Запропонована модель інтегрує ключові групи стейкхолдерів, чинники цифрового середовища, інституційні та нормативні умови, комунікаційні інструменти та результати їх функціонування в єдину систему взаємозалежних елементів цифрового врядування. Практичне значення отриманих результатів полягає в можливості використання запропонованих підходів органами державної влади та місцевого самоврядування для вдосконалення комунікаційної політики, підвищення рівня суспільної довіри, зміцнення інституційної стійкості та підвищення ефективності реалізації цифрових трансформаційних проєктів у сфері публічного управління.

Ключові слова: електронне врядування; цифрове публічне управління; стратегічні бізнес-комунікації; інституційна стійкість; суспільна довіра; цифрова трансформація; цифрове врядування; стейкхолдери; публічне управління; цифрова демократія.

Рис.: 1. Бібл.: 20.

Андрощук Ілона Олександрівна – кандидат економічних наук, доцент, доцент кафедри економіки, менеджменту та комерційної діяльності, Центральноукраїнський національний технічний університет (просп. Університетський, 8, Кропивницький, 25006, Україна)

E-mail: androshchukio@kntu.kr.ua

ORCID: <https://orcid.org/0000-0002-2232-8061>

Горпинченко Ольга Володимирівна – кандидат економічних наук, доцент, доцент кафедри економіки, менеджменту та комерційної діяльності, Центральноукраїнський національний технічний університет (просп. Університетський, 8, Кропивницький, 25006, Україна)

ORCID: <https://orcid.org/0000-0002-1271-4145>

Липчанський Володимир Олександрович – кандидат педагогічних наук, доцент, Центральноукраїнський національний технічний університет (просп. Університетський, 8, Кропивницький, 25006, Україна)

ORCID: <https://orcid.org/0000-0002-8525-512X>

Крамар Богдан Борисович – асистент, кафедра економіки, менеджменту та комерційної діяльності, Центральноукраїнський національний технічний університет (просп. Університетський, 8, Кропивницький, 25006, Україна)

ORCID: <https://orcid.org/0009-0007-9967-4687>

The current stage of societal development is characterised by large-scale processes of digital transformation, which encompass virtually all spheres of socio-economic life. One of the key areas of such changes is the digitalisation of the public administration system, which involves the introduction of innovative information and communication technologies into the activities of state authorities and local self-government bodies [11; 17]. Within the framework of these processes, a new model of interaction between the state, business and civil society is taking shape, based on the principles of openness, transparency, accountability and a focus on the needs of users of public services [2; 17].

E-governance is now viewed not merely as a technological platform for automating administrative procedures, but as a comprehensive mechanism for modernising the public administration system [3; 18; 20]. At the same time, the effectiveness of digital governance is determined not only by the level of development of the information infrastructure or the quality of e-services, but also by the ability of public authorities to ensure effective communication with stakeholders [14; 17].

In a highly dynamic external environment, characterised by escalating cyber threats and the spread of disinformation and information manipulation, the issue of building trust in state institutions takes on particular significance [13; 15; 16]. Trust is one of the key factors in the successful functioning of the e-government system, as it determines citizens' willingness to use e-services, participate in digital mechanisms of democracy and support the administrative decisions of state bodies [10; 16].

Under such conditions, strategic business communications become an important tool for ensuring institutional stability, enabling the creation of effective channels of interaction between state structures, business entities and the public, thereby helping to strengthen the legitimacy of administrative decisions, increase the transparency of government activities and minimise communication risks.

An analysis of recent studies and publications. The issues surrounding e-governance and the digital transformation of public administration are widely covered in the works of both international and domestic researchers. For instance, D. Bell's research can be regarded as one of the seminal works that substantiates the transition from an industrial to a post-industrial economy, in which knowledge, information, innovation and human capital become the key drivers of development. It is this concept that can serve as a powerful theoretical foundation for contemporary research into digital transformation, higher education, entrepreneurial competencies, public administration

and national security. The author outlines that in a post-industrial society, a state's competitiveness is determined not by material resources, but by the quality of human capital, the level of innovation and the entrepreneurial competencies of the population [1].

P. Dunleavy, H. Margetts, S. Bastow and J. Tinkler argue that new public management reforms, based on market mechanisms, competition, decentralisation and the adoption of private sector methods, have led to the fragmentation of public administration and complicated interaction between state bodies. In contrast, the development of digital technologies has created the conditions for the formation of a new management model focused on integration, coordination and digital interaction [3]. Meanwhile, M. Janssen and E. Estevez argue that financial constraints, rising public expectations and the development of information and communication technologies are forcing the public sector to seek new approaches to the organisation of management processes [6].

J. Millard's research findings demonstrate that transparency in public administration, the use of open data, digital platforms and mechanisms for citizen engagement help to enhance the adaptability of public institutions, strengthen public trust and ensure institutional resilience in the face of crisis challenges [8], which is consistent with contemporary principles governing the functioning of public institutions.

M. Moon examines the level of e-government development in US municipalities and concludes that the implementation of e-government is not only a technological innovation but also an important tool for improving efficiency, transparency and the quality of interaction between public authorities and citizens, emphasising that the success of e-government depends on the ability of public institutions to use digital technologies to improve service delivery and engage citizens in administrative processes [9].

D. Osborne and T. Gaebler have made a significant contribution to the development of the theory of digital governance, focusing on the need to transition from the traditional bureaucratic model of public administration to an entrepreneurial model of governance that prioritises results, innovation, efficient use of resources and meeting citizens' needs. The authors argue that the classical bureaucratic system, designed for the conditions of industrial society, no longer meets the challenges of the modern world. Instead, public institutions must operate according to the principles characteristic of successful entrepreneurial organisations, whilst retaining their public mission [18].

D. West views digital governance as a tool for transforming public sector activities through the use of information and communication technologies. The author argues that the introduction of digital tech-

nologies contributes to increasing the efficiency of public administration, improving the quality of public services, enhancing the transparency of government activities, and expanding opportunities for interaction between the state and citizens [20].

J. Grunig and L. Grunig argue that organisational effectiveness depends to a large extent on strategic communication management and the establishment of a two-way dialogue with stakeholders [4].

R. Heath, who viewed communication as a tool for building trust and managing reputation [5], as well as F. Kotler and K. Keller [7], emphasised the need to align communication activities with stakeholder needs and to create long-term value through integrated communication.

At the same time, in recent years, research focusing on the relationship between digital governance, public trust and institutional resilience has been gaining increasing attention. For example, OECD documents emphasise that the digitalisation of the public sector must be accompanied by the development of strategic communications aimed at increasing the transparency of public institutions' activities, engaging citizens in decision-making processes and building trust in public authorities [15–17].

Identification of previously unaddressed aspects of the overall problem. Despite the relevance and scope of scientific research in the field of public administration, the study of the role of strategic business communications as a tool for ensuring institutional stability in the e-government system remains insufficiently researched, which necessitates further scientific research in this direction.

Formulation of the article's objectives (statement of the problem). The aim of this article is to provide a theoretical justification for the role of strategic business communications in the e-governance system as a tool for ensuring institutional stability and building trust in digital public administration, as well as to develop conceptual approaches to integrating communication mechanisms into the digital governance system.

Presentation of the main research findings. In contemporary academic literature, strategic business communications are regarded as a comprehensive system for managing information flows, aimed at ensuring effective interaction between an organisation and its internal and external stakeholders, building a positive reputation, strengthening trust, and achieving strategic development goals [4; 5; 7]. Unlike the traditional approach to communications as a tool for transmitting information, the modern concept of strategic communications involves their integration into the organisation's management system, where communication processes become an integral part of managerial decision-making and the implementation of strategic priorities.

Such approaches are of particular importance in the public sector, where the quality of communication directly influences the legitimacy of public policy, the level of public support for reforms, and the effectiveness of interaction between the authorities and society.

The development of digital technologies has significantly transformed the mechanisms for implementing communication activities within the public administration system. Against the backdrop of the digitalisation of the public sector, strategic business communications are increasingly being integrated into e-governance mechanisms and serve as a key tool for supporting digital transformation [12; 17]. The transition to digital governance necessitates a rethinking of the role of communications, as modern digital platforms not only facilitate the rapid exchange of information but also create the conditions for ongoing interaction between the state, business and citizens. In this context, e-governance represents not only a technological innovation but also a new model for organising administrative processes, focused on openness, transparency and the involvement of stakeholders in decision-making processes.

P. Dunleavy, H. Margetts, S. Bastow and J. Tinkler, who established the concept of Digital-Era Governance, emphasising that the development of digital technologies facilitates the transition from a fragmented model of public administration to an integrated system of public service delivery, centred on citizens' needs and the effectiveness of interaction between administrative bodies [3]. In turn, M. Janssen and E. Estevez emphasise the importance of platform governance, which ensures the integration of public services, open data and digital communication channels within a single information environment [6]. Thus, strategic communications become one of the key tools for ensuring the effectiveness of digital governance and supporting interaction between all participants in the governance process.

Through a system of digital communication channels, public authorities are able to interact promptly with citizens, businesses and civil society organisations, ensuring a two-way exchange of information and the involvement of stakeholders in public administration processes [14; 15]. Such tools include official web portals, online user accounts, mobile apps, social media, online consultations, e-petition systems, participatory budgeting platforms and other mechanisms of digital democracy. The use of these tools helps to improve access to information, the speed of response to citizens' needs, and the development of partnerships between the authorities and society.

In the current context, the issue of ensuring the institutional resilience of the public administration system is of particular importance. Institutional

resilience is understood as the ability of state institutions to function effectively, adapt to changes in the external environment, and maintain the capacity to perform their functions even in crisis situations. In the context of digitalisation, this concept takes on a more comprehensive nature and encompasses not only organisational and managerial aspects, but also issues of digital security, personal data protection, cyber resilience, information security and effective risk management [2; 11; 17]. It is important to note that the institutional resilience of modern state institutions increasingly depends on the quality of communication between the authorities and society. In situations of uncertainty, crises or emergencies, citizens require timely, reliable and comprehensible information regarding the actions of the authorities. This is precisely why achieving a high level of institutional stability is impossible without an effective communication policy that ensures a stable link between the state and society, even in crisis situations [13; 15]. A lack of proper communication, on the other hand, can lead to the spread of rumours, increased social tension, growing distrust of the authorities and a reduction in the effectiveness of public policy implementation.

One of the key prerequisites for the successful functioning of e-governance is public trust. OECD studies confirm that the level of public trust is directly dependent on the openness of state institutions, the quality of communication, and the ability of authorities to ensure the transparency of administrative processes [16; 19]. Trust is an important intangible resource of the public administration system, as it determines citizens' willingness to cooperate with the state, comply with established rules and support the implementation of state reforms. In the digital environment, trust takes on added significance, as it is precisely this that determines the level of uptake of digital services, citizens' willingness to share personal data via digital platforms, and their participation in e-democracy processes.

In the digital environment, trust is shaped by a number of factors, among which the accessibility of information, the protection of personal data, the quality of e-services and the effectiveness of communication between the state and citizens are of particular importance [10; 17]. Furthermore, key factors include the transparency of management decision-making processes, the opportunity to receive feedback, and the prompt response of state institutions to citizens' enquiries. Thus, strategic communications have become one of the key tools for building digital trust and strengthening the legitimacy of state authority.

The issue of strategic business communications has become particularly relevant in the context of the

COVID-19 pandemic, the full-scale war in Ukraine, the rise in cyberattacks and the spread of disinformation. Experience in recent years has shown that strategic business communications serve as an important tool for supporting institutional resilience in the face of crises, pandemics, cyber incidents and information attacks [13; 15]. Thanks to an effective communication policy, authorities are able to minimise information uncertainty, promptly inform the public about potential threats, coordinate the actions of various stakeholders and maintain public trust even in difficult circumstances.

At the same time, strategic communications fulfil an important security function by helping to counter disinformation, manipulation and other forms of information influence [13; 15; 16]. In today's digital environment, information is becoming one of the key resources of governance, and the state's ability to ensure the reliability of information flows and to respond promptly to information threats is becoming a vital element of national security and institutional resilience.

Consequently, modern approaches to e-governance envisage the integration of strategic communications into the processes of developing and implementing public policy, which enables a higher level of adaptability of the public administration system to external challenges, enhances the effectiveness of state institutions, and creates the necessary conditions for strengthening public trust [11; 17].

A synthesis of the research findings has enabled the development of an original conceptual model of the impact of strategic business communications on ensuring institutional resilience and trust in the digital public administration system, as presented in *Fig. 1*.

The proposed model illustrates the interrelationship between strategic business communications, e-governance, institutional resilience and public trust in the context of the digital transformation of the public sector. It is based on the assumption that strategic communications act as a central mechanism for coordinating interaction between the main stakeholders in digital public administration and ensure the achievement of effective governance objectives.

The top level of the model is represented by the key stakeholders in e-government, which include the state, business and citizens. The state is represented by central and local government bodies, business by economic entities and business associations, and citizens by individuals, civil society organisations and the media. It is the interaction between these entities that forms the basis for the functioning of the e-governance system.

The outer contour of the model is formed by factors of the digital environment that directly influence the nature and content of communication processes.

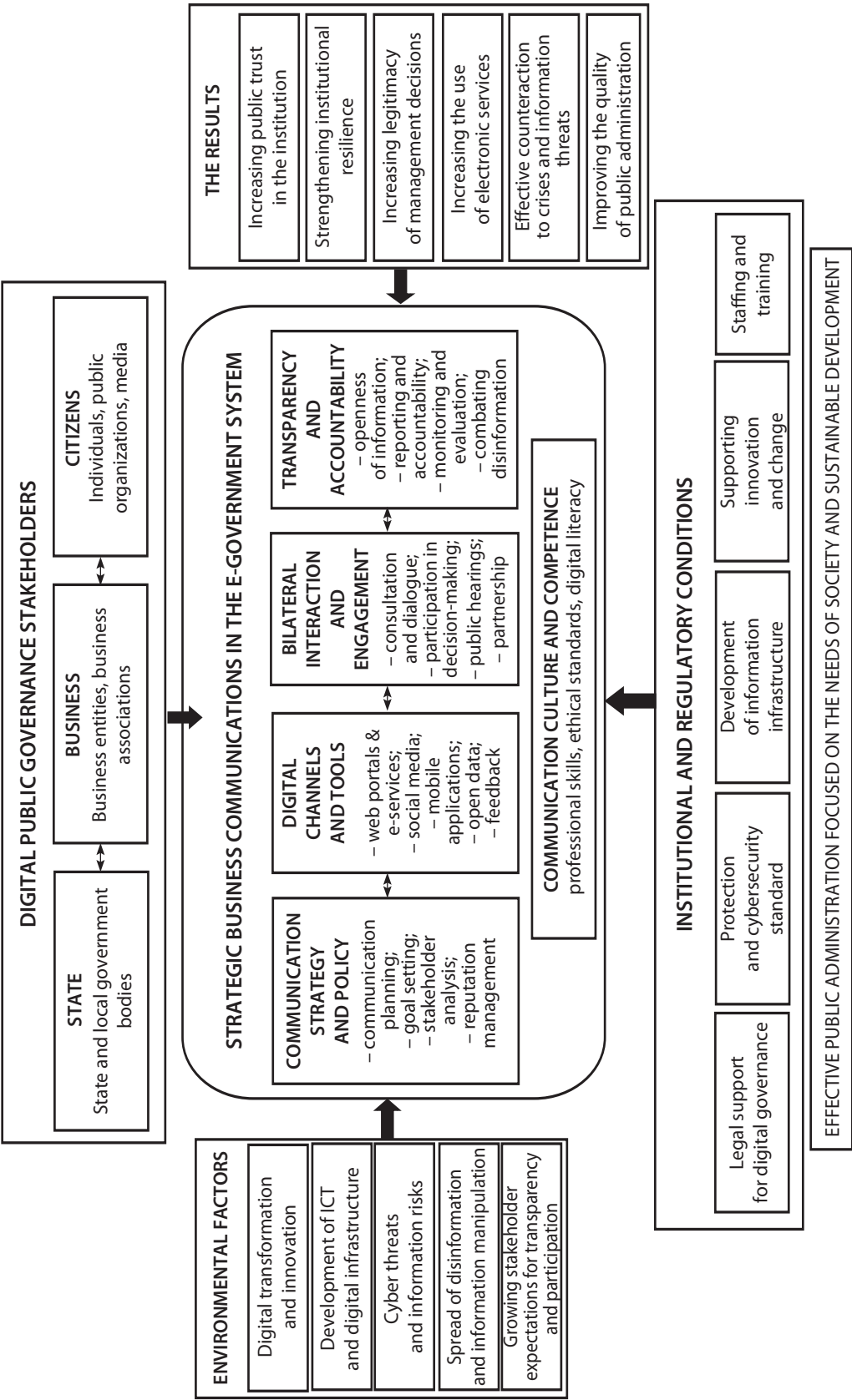


Fig. 1. A conceptual model of the impact of strategic business communications on ensuring institutional resilience and trust in the digital public administration system
Source: own work.

These include digital transformation and innovation, the development of information and communication technologies and digital infrastructure, cyber threats and information risks, the spread of disinformation and information manipulation, as well as rising public expectations regarding transparency and citizen participation in decision-making processes.

The central element of the model is strategic business communication within the e-government system, which is implemented through four interrelated components.

The first component is communication strategy and policy, which encompasses the planning of communication activities, the definition of communication objectives, stakeholder analysis, and the management of public authorities' reputations.

The second component is digital channels and tools, which include web portals of government institutions, electronic services, social networks, mobile applications, open data and feedback mechanisms.

The third component is two-way interaction and engagement, which involves holding consultations, organising dialogue with stakeholders, involving citizens in management decision-making, using crowdsourcing and public hearings, as well as developing partnerships between the state, business and civil society.

The fourth component is transparency and accountability, which is achieved through openness of information, reporting on the activities of authorities, constant monitoring of the results of management decisions, and combating disinformation.

Communication culture and competences, which include professional skills, ethical standards, digital literacy and customer orientation of the staff of public authorities, are an important element of the functioning of the system.

At the same time, the basis of the entire system is institutional and regulatory conditions, which include legal support for digital governance, data protection and cyber security standards, development of digital infrastructure, support for innovation, and personnel support for digital transformation processes.

The result of strategic business communications is the achievement of a range of positive effects, including increased public trust in state institutions, strengthened institutional resilience, greater legitimacy of management decisions, increased use of e-services, effective counteraction to crises and information threats, and improved quality of public administration.

Ultimately, the interaction of all elements of the model ensures the formation of effective digital public administration focused on the needs of society, an improvement in the quality of public service delivery,

the strengthening of trust in the authorities, and the assurance of the state's sustainable socio-economic development.

Thus, the author's model demonstrates that strategic business communications act as a key integrating mechanism of digital governance, which ensures the transformation of interaction between the state, business and citizens towards enhancing institutional resilience, trust and the effectiveness of public administration.

CONCLUSIONS

The study confirmed that strategic business communication is one of the key factors in ensuring the effectiveness of e-governance and strengthening the institutional resilience of public institutions [15–17]. It has been established that high-quality communication between the state, business and citizens helps build trust in public authorities, enhances the legitimacy of management decisions and ensures the more effective functioning of digital public administration [10; 16; 19].

The study demonstrates that, in the context of digital transformation, strategic business communications go beyond the traditional informational function and become an important tool for coordinating interaction between the main stakeholders in the public administration system. It has been established that their integration into e-governance mechanisms contributes to increasing the transparency of state institutions' activities, improving the quality of communication processes, expanding opportunities for civic participation, and ensuring a more open nature of management decision-making..

It has been demonstrated that the institutional resilience of the modern digital public administration system depends not only on the level of development of digital infrastructure and technological solutions, but also on the ability of public authorities to maintain an effective dialogue with the public, respond promptly to information challenges and ensure a high level of transparency. This takes on particular significance in the context of growing cyber threats, the spread of disinformation and increasing uncertainty in the external environment, when communication policy becomes one of the key tools for ensuring the resilience of public institutions.

It has been established that public trust acts as a strategic resource for e-governance and is shaped by a complex of interrelated factors, among which the openness of information, the quality of e-services, the protection of personal data, the accessibility of digital services, and the effectiveness of feedback between the state and citizens are of decisive importance. This is precisely why strategic business communications

should be regarded as one of the fundamental mechanisms for building digital trust and strengthening the legitimacy of state authority in the context of the digitalisation of society [15; 16].

The scientific novelty of this study lies in the development of an original conceptual model of the impact of strategic business communications on ensuring institutional stability and trust within the digital public administration system. The proposed model brings together key stakeholder groups, factors of the digital environment, institutional and regulatory conditions, communication tools and the results of their operation into a single system of interrelated elements of digital governance. Unlike existing approaches, the proposed model allows strategic business communications to be viewed as an integrating mechanism for simultaneously achieving two strategic outcomes: strengthening institutional stability and enhancing public trust.

The practical significance of the findings lies in their potential use by state and local government bodies to improve communication policy, develop e-democracy tools, increase digital trust and strengthen institutional resilience in the face of contemporary socio-economic and security challenges.

Prospects for further research should be linked to the development of methodological approaches for assessing the effectiveness of strategic business communications within the e-governance system and determining their impact on indicators of institutional resilience, digital trust and the quality of public administration. ■

BIBLIOGRAPHY

1. Bell D. The Coming of Post-Industrial Society. A Venture in Social Forecasting. New York : Basic Books, 1973.
2. Castells M. The Rise of the Network Society. 2nd ed. Oxford: Wiley-Blackwell, 2010.
3. Dunleavy P., Margetts H., Bastow S., Tinkler J. New Public Management Is Dead – Long Live Digital-Era Governance. *Journal of Public Administration Research and Theory*. 2006. Vol. 16. Iss. 3. P. 467–494. DOI: <https://doi.org/10.1093/jopart/mui057>
4. Grunig J. E., Grunig L. A. Excellent Public Relations and Effective Organizations: A Study of Communication Management in Three Countries. New York : Routledge, 2002. 668 p, DOI: <https://doi.org/10.4324/9781410606617>
5. Heath R. L., Brooks R., Cleaver E., Ireland E. Researching Young People's Lives. Thousand Oaks : Sage Publications, 2010. 224 p.
6. Janssen M., Estevez E. Lean Government and Platform-Based Governance – Doing More with Less. *Government Information Quarterly*. 2013. Vol. 30. Supplement 1. P. S1–S8. DOI: <https://doi.org/10.1016/j.giq.2012.11.003>

7. Kotler P., Keller K. L. Marketing Management. 15th ed. Harlow : Pearson Education, 2016.
8. Millard J. Open Governance Systems: Doing More with More. *Government Information Quarterly*. 2018. Vol. 35. Iss. 4. P. S77–S87. DOI: <https://doi.org/10.1016/j.giq.2015.08.003>
9. Moon M. J. The Evolution of E-Government among Municipalities: Rhetoric or Reality? *Public Administration Review*. 2002. Vol. 62. Iss. 4. P. 424–433. DOI: <https://doi.org/10.1111/0033-3352.00196>
10. Nurlinah N., Ansar M. Ch., Chowdhury K. Impact of Government Digital Transformation on Citizen Trust and Participation. *Frontiers in Human Dynamics*. 2025. Vol. 7. Art. 1700582. DOI: <https://doi.org/10.3389/fhumd.2025.1700582>
11. Digital Government Index: Government at a Glance 2025. OECD. Paris : OECD Publishing, 2025. URL: https://www.oecd.org/en/publications/government-at-a-glance-2025_0efd0bcd-en.html
12. Digital Government Strategies for Transforming Public Services in the Welfare Areas. OECD. Paris : OECD Publishing, 2016. URL: <https://www.oecd.org/gov/digital-government/Digital-Government-Strategies-Welfare-Service.pdf>
13. Good Practice Principles for Public Communication Responses to Mis- and Disinformation. OECD. Paris : OECD Publishing, 2024. URL: https://www.oecd.org/en/publications/good-practice-principles-for-public-communication-responses-to-mis-and-disinformation_6d141b44-en.html
14. Government Communication. OECD Public Governance Directorate. Paris : OECD, 2024. URL: <https://www.oecd.org/en/topics/government-communication.html>
15. OECD Report on Public Communication: The Global Context and the Way Forward. OECD. Paris : OECD Publishing, 2021. URL: https://www.oecd.org/en/publications/oecd-report-on-public-communication_22f8031c-en.html
16. OECD Survey on Drivers of Trust in Public Institutions 2024 Results. OECD. Paris : OECD Publishing, 2024. URL: https://www.oecd.org/en/publications/oecd-survey-on-drivers-of-trust-in-public-institutions-2024-results_9a20554b-en.html
17. The OECD Digital Government Policy Framework. OECD Working Papers on Public Governance. Paris : OECD Publishing, 2020. URL: https://www.oecd.org/en/publications/the-oecd-digital-government-policy-framework_f64fed2a-en.html
18. Osborne D., Gaebler T. Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. New York : Addison-Wesley, 1992. 405 p.
19. Prats M., Phillips E., Smid S. Insights from the 2021 OECD Trust Survey: How people evaluate the trustworthiness of government institutions & implications for policymakers. *Behavioral Science & Policy*. 2024. Vol. 9. Iss. 2. DOI: <https://doi.org/10.1177/23794607241262091>
20. West D. M. Digital Government: Technology and Public Sector Performance. Princeton : Princeton University Press, 2005. 256 p.

REFERENCES

- Bell D. (1973). *The Coming of Post-Industrial Society. A Venture in Social Forecasting*. New York: Basic Books.
- Castells M. (2010). *The Rise of the Network Society*. (2nd ed). Oxford: Wiley-Blackwell.
- Dunleavy P., Margetts H., Bastow S. & Tinkler J. (2006). New Public Management Is Dead – Long Live Digital-Era Governance. *Journal of Public Administration Research and Theory*, 3(16), 467–494. <https://doi.org/10.1093/jopart/mui057>
- Grunig J. E. & Grunig L. A. (2002). *Excellent Public Relations and Effective Organizations: A Study of Communication Management in Three Countries*. New York: Routledge. <https://doi.org/10.4324/9781410606617>
- Heath R. L., Brooks R., Cleaver E. & Ireland E. (2010). *Researching Young People's Lives*. Thousand Oaks: Sage Publications.
- Janssen M. & Estevez E. (2013). Lean Government and Platform-Based Governance – Doing More with Less. *Government Information Quarterly, Supplement* 1(30), S1–S8. <https://doi.org/10.1016/j.giq.2012.11.003>
- Kotler P. & Keller K. L. (2016). *Marketing Management*. (15th ed). Harlow: Pearson Education.
- Millard J. (2018). Open Governance Systems: Doing More with More. *Government Information Quarterly*, 4(35), S77–S87. <https://doi.org/10.1016/j.giq.2015.08.003>
- Moon M. J. (2002). The Evolution of E-Government among Municipalities: Rhetoric or Reality? *Public Administration Review*, 4(62), 424–433. <https://doi.org/10.1111/0033-3352.00196>
- Nurlinah N., Ansar M. Ch. & Chowdhury K. (2025). Impact of Government Digital Transformation on Citizen Trust and Participation. *Frontiers in Human Dynamics*, Art. 1700582(7). <https://doi.org/10.3389/fhumd.2025.1700582>
- OECD Publishing. (2016). *Digital Government Strategies for Transforming Public Services in the Welfare Areas*. <https://www.oecd.org/gov/digital-government/Digital-Government-Strategies-Welfare-Service.pdf>
- OECD Publishing. (2020). *The OECD Digital Government Policy Framework*. https://www.oecd.org/en/publications/the-oecd-digital-government-policy-framework_f64fed2a-en.html
- OECD Publishing. (2021). *OECD Report on Public Communication: The Global Context and the Way Forward*. https://www.oecd.org/en/publications/oecd-report-on-public-communication_22f8031c-en.html
- OECD. (2024). *Government Communication*. <https://www.oecd.org/en/topics/government-communication.html>
- OECD Publishing. (2024). *OECD Survey on Drivers of Trust in Public Institutions 2024 Results*. https://www.oecd.org/en/publications/oecd-survey-on-drivers-of-trust-in-public-institutions-2024-results_9a20554b-en.html
- OECD Publishing. (2024). *Good Practice Principles for Public Communication Responses to Mis- and Disinformation*. https://www.oecd.org/en/publications/good-practice-principles-for-public-communication-responses-to-mis-and-disinformation_6d141b44-en.html
- OECD Publishing. (2025). *Digital Government Index: Government at a Glance 2025*. https://www.oecd.org/en/publications/government-at-a-glance-2025_0efd0bcd-en.html
- Osborne D. & Gaebler T. (1992). *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. New York: Addison-Wesley.
- Prats M., Phillips E. & Smid S. (2024). Insights from the 2021 OECD Trust Survey: How people evaluate the trustworthiness of government institutions & implications for policymakers. *Behavioral Science & Policy*, 2(9). <https://doi.org/10.1177/23794607241262091>
- West D. M. (2005). *Digital Government: Technology and Public Sector Performance*. Princeton: Princeton University Press.

Стаття надійшла до редакції / Received: 11.05.2026
 Статтю прийнято до публікації / Accepted: 24.05.2026
 Оприлюднено / Published: 25.06.2026