

CHAPTER 1

MODERN TRENDS IN PUBLIC ADMINISTRATION

PECULIARITIES OF INFORMATION AND ANALYTICAL SUPPORT IN DECISION-MAKING WITHIN GOVERNMENT BODIES

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Abstract. The modern world is increasingly entering the era of an information society, where the role of information becomes ever more significant. Information is accumulating rapidly and in large volumes, so quickly that people struggle to process and thoroughly comprehend the incoming information flow, leading to an overall reduction in usable information. In order to process relevant data effectively in the context of professional or other activities today, it is no longer sufficient to rely solely on traditional administrative experience to make informed management decisions. It is essential to incorporate scientific knowledge, comprehensive awareness, analytical and forecasting skills, as well as socio-political responsibilities, with an appropriate recognition of these processes. This is particularly relevant for public administration bodies—both central and regional levels of executive state power—and increasingly for local government authorities, which are gaining more authority as part of the decentralization process. In Ukraine, in particular, the ideology and framework for interaction between the state and society are changing, with an increased use of decentralization mechanisms that delegate specific functions and powers from state bodies (to varying degrees) to the level of territorial communities and even to civil society. The purpose of this article is to define the peculiarities of information and analytical support in the decision-making process within government bodies. The article systematizes approaches to information and analytical support in public administration. It identifies the subjects and objects of the information and analytical support system in state management processes and specifies the goals of such support. It justifies the need to highlight the key elements of the information and analytical support system for public administration. The article also outlines the principles guiding information and analytical activities conducted by government and local authorities. Levels of information and analytical work are established, taking into account the temporal dimension. Furthermore, the article identifies issues with information and analytical support in government bodies in Ukraine and suggests ways to address these challenges.

Keywords: information and analytical support, managerial decision-making, government bodies, information technology, e-governance, globalization.

JEL Classification: H 70, H73, R 50, R 58, D 80

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Introduction. Modern trends in the development of the national economy raise the issue of seeking new forms, approaches, and management methods at all levels of the national system to ensure high competitiveness for the country and improve the quality of life for its population. Addressing this issue involves tackling the reproduction of productive forces, implementing socio-economic development projects, and meeting the population's basic social needs. A significant role is given to the region, where economic, human, and social needs are met, and the innovative capacities of society are created and renewed. The level of economic development in the country is generally determined by indicators of regional economic development.

Consequently, forming new approaches to regional management of economic processes and exploring new qualitative issues in territorial governance have become highly relevant scientific and practical tasks. In the context of active development and dissemination of information society standards in Ukraine, effective management of various resources and processes at the regional level, including its territorial and economic units, has gained particular importance. With the advent of new information technologies based on the implementation of computing equipment, communication systems, and telecommunications, information has become a constant and essential attribute of the state, legal entities, public organizations, and citizens. Many decisions, from the head of state down to the people, depend on the quality, accuracy, and speed of information retrieval.

Literature Review. The topic of information and analytical support in the decision-making processes of government bodies has been extensively covered by both foreign and domestic researchers. However, despite the existing contributions to this field, there is still a wide range of theoretical and practical issues that require further investigation, development, and improvement.

A significant amount of research focuses on the formation and optimization of information and analytical systems within the public sector. Taraban (2005) discusses the establishment of decision-making systems for local state executive authorities, emphasizing the need for structured frameworks that facilitate informed decisions. Similarly, Vyshnevskiy and Khmelnytska (2004) explore the application of competence profiles for personnel management in civil service, highlighting the importance of analytical tools in effective human resource management within governmental structures.

Research by Ivanova and Piddubna (2007) delves into the nuances of record-keeping in public administration, an area crucial for maintaining data integrity and ensuring that decision-makers have access to accurate and timely information. Tsiutsiura, Kryvoruchko, and Tsiutsiupa (2012) further contribute by examining various models of decision-making, underscoring the theoretical foundations that support robust governmental decision-making processes.

The role of information systems in management is explored by Novak (2008), who discusses how these systems support not only decision-making but also the broader management functions in government. Similarly, Teleshun, Somin, and Tytarenko (2008) focus on political analytics as a subset of information support, analyzing its impact on public authorities' ability to make data-driven decisions.

Theoretical advancements are also highlighted by Bakumenko (2000), who addresses the challenges in forming public administration decisions, exploring both methodological and practical aspects. Vyrovyi (2014) and Sarychev (2017) contribute to the understanding of information and analytical support as essential components in public administration, with Sarychev emphasizing it as a distinct type of information support that shapes decision-making processes within the public sector.

More recent studies have addressed the influence of digitalization on public administration. Koval and Dudetskyi (2024) analyze how digital tools can enhance administrative mechanisms, offering insights into the evolving nature of decision-making in a digital context.

Overall, while the literature on information and analytical support for decision-making in government bodies is rich and diverse, there remains an ongoing need for research that addresses new challenges brought by technological advancements and the increasing complexity of governance.

Aims. The aim of this article is to determine the specific features of information and analytical support in decision-making processes within the activities of public authorities.

Methodology. To examine the peculiarities of information and analytical support in decision-making within government bodies, this study employs a combination of qualitative research methods aimed at exploring and understanding the systemic processes involved. The methodology comprises the following key approaches:

- *Observation and generalization* - through systematic observation of the current practices in information and analytical support within various government bodies, the study identifies common patterns and trends. This method helps in understanding the scope and nature of information systems used, the efficiency of analytical support, and the specific challenges faced by public administrators in their decision-making processes. Observational data is then generalized to highlight recurring themes and fundamental issues in the implementation of information support systems.
- *Organizational analysis* - this method involves examining the structure and functioning of information and analytical support systems across different levels of government. By studying these organizational elements, the research delineates the interrelations among components such as data collection, processing, dissemination, and utilization. It also helps to identify gaps in communication and technological infrastructure that may hinder effective decision-making.
- *Scientific generalization* - this technique is used to derive conclusions from observed data, allowing for the development of theoretical insights based on empirical findings. Scientific generalization enables the formation of conceptual models that explain the dynamics of information flow and analytical processing within the context of public administration. By generalizing the data, this study aims to provide a theoretical framework that can be applied to analyze information and analytical support systems in various government settings.
- *Case study methodology* - the study also utilizes case studies of selected regional and national government bodies to understand the practical application of

information and analytical systems. These case studies provide in-depth insights into how these systems support or hinder decision-making processes, especially in response to complex socio-economic challenges. Case studies offer specific examples of both successful practices and limitations within existing frameworks.

- *Comparative analysis* - to contextualize the findings, this study compares information and analytical support practices across different administrative levels, including local, regional, and national. The comparative approach provides a broader understanding of how different layers of government address similar challenges and may reveal best practices or common pitfalls.

Through these research methods, the study aims to provide a comprehensive analysis of information and analytical support within public administration, contributing to the development of improved decision-making frameworks that are responsive to modern socio-economic demands. This methodology also allows for an exploration of how information technologies can be better integrated into governmental processes, ensuring accuracy, timeliness, and relevance of information available to decision-makers.

Results. The intensification of globalization's influence on societal processes is driven by the formation of a global information society, in which information becomes a strategic resource. This shift necessitates a change in the paradigm of informational and analytical support for the activities of government authorities and local governments in Ukraine.

Overcoming external constraints is particularly important and challenging for the system of public administration. Internal constraints are more closely related to the circulation of systemic information, which increases with each cycle, level, and differentiation, among other factors. Consequently, environmental constraints recede into the background and only become evident when they reach a critical point of irreversible processes. This complicates the process of making timely management decisions, resulting in increased costs and significant, irreversible negative consequences that are increasingly difficult to address at the local level, especially when the problem appears more substantial at the national level [1].

Informational and analytical support is a systemic concept comprising two interrelated elements:

- *Information-related*: a relatively independent activity carried out by specially trained specialists engaged in searching for, selecting, processing, accumulating, summarizing, and preserving information units (the first stage in the process of informational and analytical support within the management system).
- *Analytical*: a derivative second stage in the informational and analytical support process within the management system, involving the production of new knowledge by specially trained professionals based on available information units and analytical processes regarding the studied phenomenon or event [2].

The informational and analytical sphere can be defined as a set of subjects and connections among them, directly related to this system and/or existing outside of it, aimed at determining, evaluating, and forecasting internal system influences and

environmental impacts within a specific historical period, current status, and future prospects of the system.

Researcher L. Piddubna notes that “the comprehensive resolution of informational and analytical support tasks for state authorities lies in creating an integrated, effective nationwide informational and analytical system capable of forming an information environment that permeates all levels of state governance, provides an accurate picture of the country's life, and forms the basis for the leadership to make well-founded decisions” [3].

S. Tsyutyupa emphasizes the importance of standards that fully disclose information and the duty of public authorities to publish information about their activities. He also highlights promoting a culture of open government, prioritizing public interest in information dissemination, facilitating access to information, ensuring cost-effective realization of the right to information, and enhancing transparency in government operations and legislative regulation [4].

H. Mostovyi views the implementation of modern information and communication technologies and the improvement of informational support in public administration systems as new strategies for administrative transformations. He argues that “a significant characteristic of the modern state's activity is its level of informational and analytical support, which substantially influences all processes of socio-economic development. Global experience in improving public administration demonstrates that informational and analytical support should be considered one of the strategic directions for enhancing effectiveness at all levels—national, sectoral, regional, and international” [5].

Informational and analytical activity is a specific type of informational activity associated with identifying, processing, storing, and disseminating information, primarily in the fields of managerial, political, and economic activities. Therefore, the system of informational and analytical support for management should be defined as an interconnected and structured set of organizational, legal, informational, methodological, and technological components that ensure the necessary quality of decision-making. This involves combining problem-oriented principles with a program-targeted approach, both in terms of information support topics and information selectivity. This is critical because, for management, politics, and economics, it is essential not only to have timely access to primary information but also to proactively identify problem situations and forecast event developments [6].

Understanding informational and analytical support for public administration bodies as a subsystem of the state mechanism and an element of the information society requires strategic planning. It relies on both traditional hierarchical-administrative and program-targeted approaches, focused on providing information support and justification for public management decisions through monitoring, collecting, processing, and disseminating comprehensive information regarding actions, phenomena, and facts of socio-political reality. This process involves employing new information and communication technologies, implementing expert procedures and technologies, summarizing materials, and presenting the results to decision-makers.

The need for such information is driven by the transition of government structures to predictive forms of activity, using multi-variant models of event development. This approach requires not just stating facts to prove a thesis but a systematic approach to solving problems, combining human intellectual abilities with the functional capabilities of modern automated information systems [7].

Therefore, informational and analytical activity encompasses a set of actions and measures based on the concept, methods, and means, as well as regulatory-methodological materials for collecting, accumulating, processing, and analyzing data through information technologies. In this process, systematically defining the range of issues arising in the basic activities of information consumers, analyzing them, and forecasting development trends become particularly important. It is this orientation towards anticipation and identifying trends in the situation that dictates the prevalent use of various analytical methods for information processing.

Predicting the paths of situation development requires generalizing information and evaluating it, which involves using methods of generalization, abstraction, and modeling based on specific principles (Figure 2).

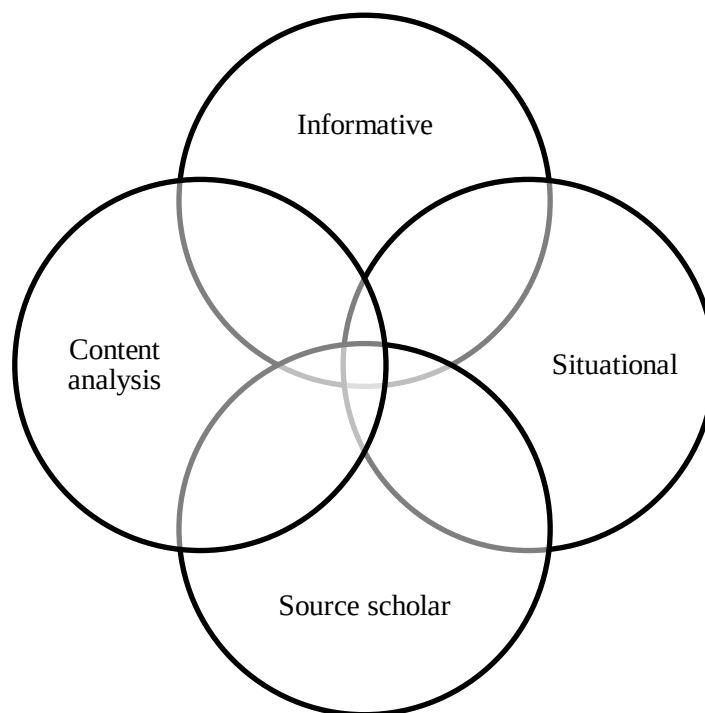


Figure 1. Analytical methods of information processing

Source: systematized by the author based on [8]

In the spatial dimension, the analytical work of local government authorities is directed toward both the internal and external environments.

In the temporal dimension, three levels of informational and analytical work can be distinguished (Figure 3).

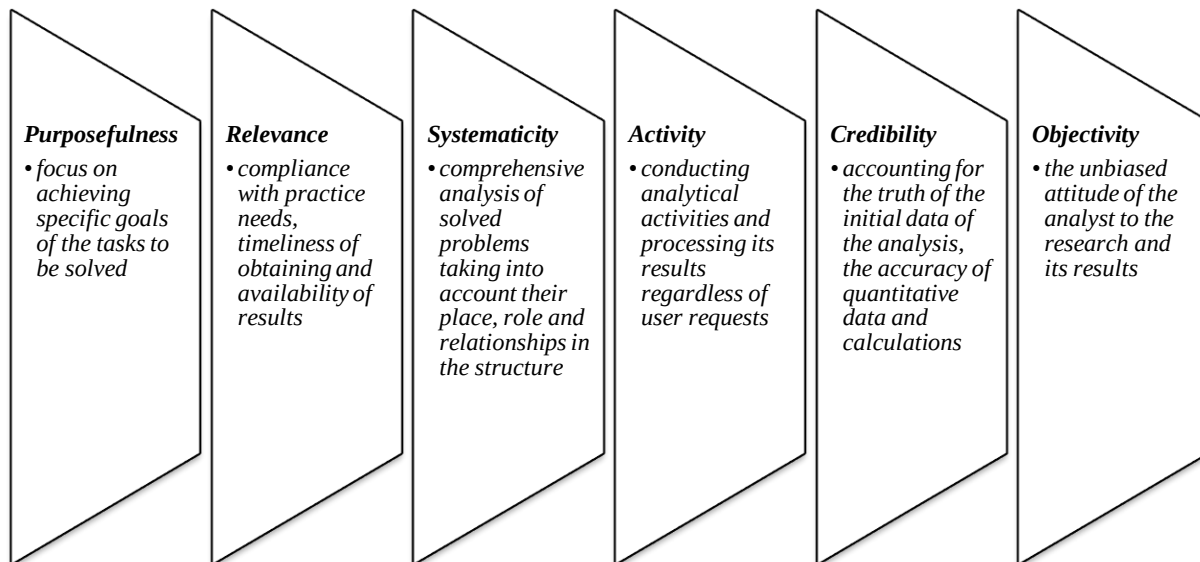


Figure 2. Principles of conducting information and analytical activities by state authorities and local self-government bodies

Source: created by the author based on [9]

The essence of the structural-functional organization of the analytical sphere within the public administration system is determined by the specifics of the information and communication processes in which this system is involved. Establishing and maintaining both internal and external communications within the organization, which support the organization's functioning and the management process, is a crucial aspect. Moreover, the information and analytical domain of the system may have different characteristics and objectives depending on the types of information exchange established between the system and the external environment.

Public administration information can vary not only in content but also in its source. S. V. Vyrov distinguishes between the "business environment" of the administrative system, which directly impacts organizational effectiveness, and the "contextual environment," which indirectly affects the organization [11].

The combined effects of these environments lead to a focus primarily on specialized administrative functions rather than on the integrity of interactions with the environment, resulting in a major limitation of the administrative system—a lack of responsiveness and flexibility to changes, and the emergence of inertia in administrative thinking. This limitation is evident in the disconnect between the public administration system and society.

It should be noted that the current level of information and analytical activity within government bodies is unsatisfactory. This is due to several factors, including disorganized information relationships among governmental bodies when organizing information exchange; the absence of a local network among local executive authorities in Ukraine, a unified information and telecommunications hub for information exchange and processing; inadequate software and hardware resources for local executive authorities and their inefficient use; a low level of IT expertise among personnel in district-level local executive authorities and local self-government bodies;

and the absence of an analytical database, a systematic and comprehensive information fund with a robust reference system, and telecommunications networks that enable access to external organizational resources [12].

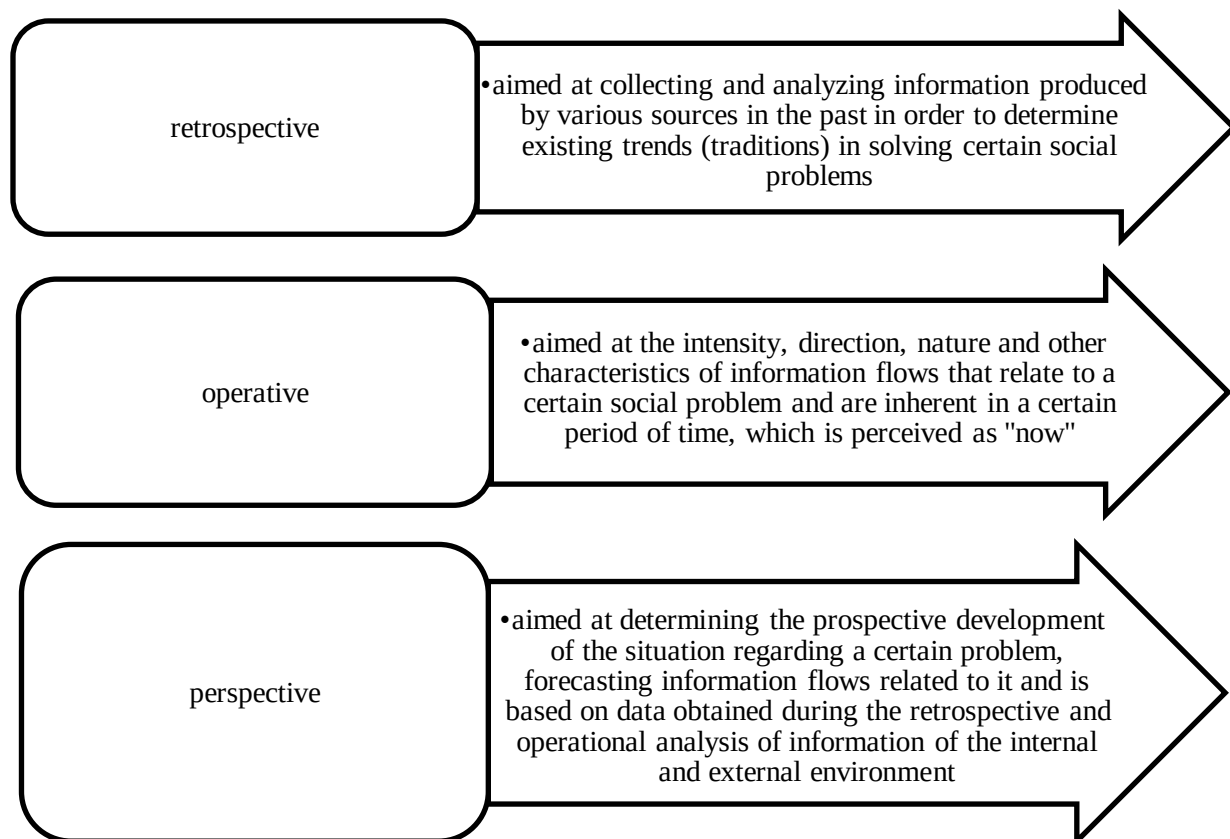


Figure 3. Levels of Information and Analytical Work Considering the Temporal Dimension

Source: Formulated by the author based on [10]

The unsatisfactory level of information and analytical activity in government structures is attributed to various objective factors, notably the complexity and isolation of these systems from dynamic changes within the structure of public administration, as well as the inaccuracy and incompleteness of information that government bodies work with, which is caused by both a lack of resources to obtain it and insufficient interaction among Ukrainian government bodies.

To address these issues, it is essential to recognize that the effectiveness of information and analytical activities can be enhanced by the implementation of e-governance. This form of public administration organization aims to increase the efficiency, openness, and transparency of the activities of government bodies and local self-government through information and telecommunications technologies, focusing on meeting citizens' needs. The goal of implementing e-governance in Ukraine is to foster electronic democracy to meet European standards of quality for electronic public services and to ensure government openness and transparency for citizens, civil society organizations, and businesses [13].

The implementation of e-governance is urgently needed to address the following priorities:

- ensuring high-quality governance at both the national and societal levels;
- improving interactions among government bodies, businesses, and citizens;
- increasing public trust in the government, improving the quality of public services, and reducing the costs of maintaining the public sector;
- enhancing the engagement of citizens and businesses in economic formation and policy-making;
- increasing national economic competitiveness and Ukraine's international image;
- reducing the administrative burden on organizations and citizens associated with submitting information to government bodies, decreasing the number of citizen requests for public services, and shortening wait times by improving the speed of interaction among government bodies through information and communication technologies;
- guaranteeing a level of informational openness and transparency in government activities, boosting public trust and engagement, and reducing the time required for citizens to exercise their constitutional rights and duties by creating new and upgrading existing departmental websites on the Internet [14].

To develop a unified national information space and expedite its integration into global information, it is necessary to:

- develop the national information and communication infrastructure;
- formulate a comprehensive set of regulatory documents for the development of an information society and the implementation of e-governance;
- stimulate public demand for e-governance services by better fulfilling needs for efficient and fast access to public services [15].

A critical factor in the effectiveness of information and analytical activities of government bodies and local self-government is the formation of a professional community of political analysts, establishing a scientific space that integrates practicing analysts with specialists in theoretical political science, fostering the development of quality standards for applied political research, and creating databases that can produce verifiable, effective knowledge. This would contribute to developing a professional culture, as forming a community of applied political analysis and forecasting experts represents a significant step toward overcoming manipulative practices in public opinion, moving analytical structures away from their image as "centers of influence," and establishing a system in which public policy decisions are based on objective scientific data. It would also allow for setting strategic priorities that consider the needs of both the government and civil society [16].

Practice shows that the improvement of the civil service as an information-communication system is influenced by organizational measures, meaning that a unified (integrated) system of national, regional, and local information and analytical services should be created and continuously improved.

Discussion. The discussion on the peculiarities of information and analytical support in decision-making within government bodies reveals several critical insights that address both existing challenges and potential areas for development. The findings underscore the essential role of information as a strategic resource in contemporary

governance, particularly at the regional level, where it serves as the foundation for socio-economic development and competitiveness.

A key aspect of information and analytical support in government is its dual nature, combining both informational and analytical functions. This duality is necessary to effectively transform raw data into actionable insights for decision-makers. The results illustrate that the current state of information and analytical activities in Ukraine's public sector is hindered by various organizational and technical limitations, such as fragmented information systems, insufficient technological infrastructure, and limited staff competencies. These issues are not isolated; they reflect broader systemic challenges in public administration that impact the efficiency and responsiveness of government bodies.

The research also highlights the significance of external and internal constraints that public administration faces. External constraints, such as the pressures from globalization and the need to integrate into the global information society, require public authorities to adapt to international standards of transparency, accountability, and responsiveness. Internal constraints, on the other hand, are largely due to outdated organizational structures and limited access to quality information, which impede effective decision-making. These constraints suggest a pressing need for government bodies to adopt comprehensive information and communication technologies (ICT) and embrace e-governance principles.

The implementation of e-governance emerges as a promising solution to many of these challenges. By enabling streamlined information flows, reducing redundancies, and promoting transparency, e-governance can significantly enhance the quality of public services and improve the trust between government bodies and citizens. This transformation, however, demands substantial investment in both infrastructure and human resources. Public officials require training in digital literacy and data management to effectively utilize modern analytical tools. Additionally, creating an integrated information network that connects various levels of government would ensure a cohesive approach to information and analytical support.

The research indicates that an effective public administration system should be adaptable, capable of responding to changes in both the internal and external environment. To this end, a transition from an "executive" model of governance to a "service-oriented" model is proposed. This shift emphasizes the importance of stakeholder engagement, proactive information dissemination, and a commitment to public interest, which are all fundamental for fostering a culture of open government.

Furthermore, the study advocates for the creation of a professional community of political analysts who can bridge the gap between theoretical and practical aspects of public administration. This professionalization would contribute to a higher standard of analytical work within the government, facilitating evidence-based policy-making and improving the overall quality of governance.

While there are substantial challenges to optimizing information and analytical support within Ukrainian government bodies, there are also significant opportunities for improvement. Adopting e-governance, enhancing the skills of public officials, and fostering a culture of transparency are all steps that can contribute to a more effective

and responsive public administration system. The success of these initiatives will largely depend on the government's ability to adapt its structures and processes to the demands of an increasingly information-driven society. This approach will not only improve decision-making processes but also support Ukraine's broader objectives of socio-economic development and global competitiveness.

Conclusions. Information in the public administration process should be viewed as a set of various messages and data about relevant objects, phenomena, processes, relationships, etc. Once collected, systematized, and transformed into a usable format, this information plays a crucial role in public administration. This characterizes the public administration information system as open to interaction with other societal information systems, which is an important factor in developing the information and analytical support system for public administration.

For the realization of a socially-oriented public administration system, aligning its content with socio-economic development strategies and determining the scientific methodology for its formation, activities aimed at improving the feedback mechanism (communication) between the subjects and objects of information policy are significant. The systemic approach to the formation and implementation of public information policy helps to identify key subsystems.

When improving the organizational forms of information and analytical support bodies, it is advisable to strive for the unification of information and analytical activities by creating special units within government bodies with a standard format for describing information and analytical subdivisions and a unified methodology for conducting information and analytical work. The unification mechanism for information and analytical support bodies should operate within the framework of a unified system. At the same time, recognizing that the organization of bodies engaged in information and analytical activities is determined by the specifics of the public authorities they belong to, the unification process for information and analytical support bodies remains essential.

It is also worth noting that district state administrations require modern information and analytical support and the development of information competence among officials given the disorderly state of information flows, which underlines the need to consider these issues during the reform of the district-level executive branch.

The substantial gap between the information and analytical support needs of district state administrations and the qualifications of their staff, along with the high level of information overload on officials, emphasizes the importance of establishing a targeted training and professional development system for specialists in this area. In particular, officials should acquire knowledge and skills related to expanding the range of information sources considered in decision-making, selecting necessary information, verifying its accuracy, analyzing alternative information, and establishing feedback mechanisms.

This indicates that information and analytical support for district state administrations requires significant enhancement. The current system adheres to an "executive" model of activity organization. However, the transition to a "service" model, which is necessary, will demand that officials broaden the information

environment for decision-making, ensure transparency, and establish effective feedback with private and public sector institutions.

Moreover, adequate interpretation of information from the environment is necessary, which, in turn, requires the involvement of information and analytical resources from the private and public sectors. Consequently, it is essential to organize incoming information flows to ensure a balanced presentation of information from all sources, considering the functional workload for public administration and the community. From an internal process perspective, modifying the internal information flow should aim to simplify information receipt and processing procedures and organize information flows within the district administration. The outcome of this approach should be faster information processing, more balanced information load distribution among officials, and an accelerated information exchange process.

To further develop and institutionalize the information and analytical activities of public administration and local self-government, it is necessary to:

- bridge the gap between academic science and practical politics, which is feasible only by creating a community of applied political analysis professionals;
- develop a comprehensive set of regulatory documents for the development of an information society and the implementation of e-governance in Ukraine;
- establish a system for training professional staff in information activities and applied political analysis to improve information and analytical work within the public service.

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