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## **ETHICAL DILEMMAS AND VALUE CONFLICTS IN MODERN PUBLIC ADMINISTRATION**

The modern development of the public administration system is characterized by the intensification of crisis phenomena, the transformation of social values, the digitalization of managerial processes, and the growing public demand for transparency, integrity, and efficiency in the activities of public authorities. Under such conditions, the problem of ethical dilemmas and value conflicts arising in the process of managerial decision-making becomes especially relevant, as these factors directly affect the level of public trust, the stability of state institutions, and the effectiveness of public administration. The article proves that ethical dilemmas in the field of public administration are complex in nature and are formed under the influence of political, social, legal, organizational, and moral-ethical factors.

It is substantiated that modern ethical contradictions arise as a result of conflicts between public interests, political expediency, legal requirements, and the moral responsibility of public authorities. The main factors causing ethical and value conflicts in the public administration system are identified, including conflicts of interest, political influence, insufficient level of ethical culture, information risks, crisis processes, and imperfections in communication mechanisms. It is proven that these contradictions are systemic in nature and require a comprehensive approach to their prevention and resolution.

Particular attention is paid to the impact of digitalization, crisis transformations, and martial law on the transformation of the moral and ethical foundations of public administration. It is established that modern digital technologies simultaneously expand opportunities for openness and transparency in the activities of public authorities while creating new ethical risks related to information security, manipulation of public opinion, and reduced personal responsibility for managerial decisions. It is emphasized that under wartime conditions, the role of moral responsibility, integrity, and professional ethics of public servants significantly increases.

It is proved that important mechanisms for resolving ethical dilemmas and value conflicts include ethical leadership, the development of social and ethical competence, improvement of the regulatory and ethical framework, the use of mediation mechanisms, and the formation of public consensus. A comprehensive approach to preventing ethical contradictions in the public administration system is proposed, which involves a combination of regulatory, organizational, communicative, and educational instruments. The obtained results can be used in the practical activities of public authorities to improve the managerial decision-making system, increase the level of integrity, and strengthen public trust in state institutions.

**Keywords:** public administration, ethical dilemmas, value conflicts, integrity, ethical leadership, conflict of interest, digitalization, martial law, public consensus, public service.