

КАДРОВИЙ МЕНЕДЖМЕНТ І СУЧАСНІ ТЕХНОЛОГІЇ УПРАВЛІННЯ STAFF MANAGEMENT AND MODERN MANAGEMENT TECHNOLOGIES

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ПРИНЦИПИ ПРОХОДЖЕННЯ ДЕРЖАВНОЇ СЛУЖБИ В РІЗНИХ МОДЕЛЯХ ДЕРЖАВНОГО УПРАВЛІННЯ В УМОВАХ ВОЄННОГО СТАНУ В УКРАЇНІ

В тезах надається характеристика принципів проходження державної служби в декількох моделях урядування та проведений вторинний аналіз результатів соціологічного опитування державних службовців. Незважаючи на воєнний стан та соціально-економічну нестабільність, модернізація та реформування державної служби в Україні продовжується, набуваючи рис і ознак основних моделей державного управління, що змінює акцент діяльності державних службовців на захисті суспільних інтересів, на «служінні суспільству».

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PRINCIPLES OF CIVIL SERVICE IN DIFFERENT MODELS OF PUBLIC ADMINISTRATION UNDER MARTIAL LAW IN UKRAINE

The article provides a description of the principles of civil service in several models of governance and a secondary analysis of the results of a sociological survey of civil servants. Despite martial law and socio-economic instability, the modernization and reform of the civil service in Ukraine continues, acquiring the features and characteristics of the main models of public administration, which changes the emphasis of civil servants' activities on protecting public interests, on «serving society».

The work used a system of methods and procedures for obtaining data, including: theoretical analysis of the literature in the context of the subject and objectives of the study; secondary analysis of the results of political research (2019-2022).

The «Old Public Management» model is characterized by a high level of bureaucracy, hierarchy and centralization of the state administration system. The civil service is a bloated bureaucratic apparatus, a clear and hierarchical management system, and the activities of a civil servant are regulated primarily by instructions, orders and formal procedures. As M. Somych notes, the civil service in the classical model represents more administration and maintenance of business documentation, standardization of behaviour and response in certain situations based on formal procedures, the impersonal nature of relations between a civil servant and a citizen, encouragement or promotion solely on the basis of

professional competence and on the basis of the principles of a service career [2, p. 47].

The civil service in the New Public Management model is intended to provide services to society on the principles applied in the private commercial sector, and its functional feature is that it coordinates the activities of service providers to a greater extent, rather than regulating them, which changes the emphasis of civil servants' activities not on administration, documentation and compliance with procedures, but on protecting public interests, on «serving society».

M. Gordon, N. Olentsevich, I. Kolisnyk note that «within the framework of the concept of «Good Governance», the institutional mechanism of public administration is changing, since the transition from patron-client relations between authorities and citizens to forms of partnership interaction of the main actors of civil society is ensured, and prerequisites are created for the broad involvement of the population in governance» [1].

In the model of good (quality) governance, the public service undergoes a certain transformation. A postmodern model of public service is being formed, or as it is abbreviated, Post-NPS (NPS – New public Service), the essence of which is the transition from rational bureaucracy and public servants only as officials to people who have individual values and humanistic qualities, which, as researchers note, «significantly affect the efficiency and quality of public administration» [1]. The following can be identified as the main characteristics of public service in the «Good Governance» model: openness, transparency, accountability to the state and civil society, orientation on the personality of the public servant.

To determine the assessment of the implementation of the principles and characteristics of the civil service in different models of public administration in Ukraine in the national and regional context, a sociological survey was conducted among civil servants. A total of 273 civil servants at the regional level were interviewed: 176 of them were civil servants of the Vinnytsia region, 97 were civil servants of the Dnipropetrovsk region. The criterion for selecting regions is proximity to the zone of active hostilities. Thus, the Dnipropetrovsk region is a front-line region, and the Vinnytsia region is located relatively far from the zone of hostilities, although it is subjected to missile and drone strikes from the Russian Federation.

To assess the implementation of the basic principles of civil service in the above models of public administration, civil servants were asked to evaluate their implementation in the system of the Civil Service of Ukraine and the regulatory regulation of the professional activities of civil servants on a 5-point scale (Fig. 1).

Based on the results of the study, in general, the following principles of the functioning of the civil service as a socio-legal institution received the highest indicators: openness and transparency of the activities of state administration bodies (3.88 points), emphasis on administration and maintenance of business documentation (3.82 points), accountability to the state and civil society (3.82 points), ensuring equal access to the civil service (3.81 points), orientation of professional activity to results (3.79 points), impersonality of interaction between a

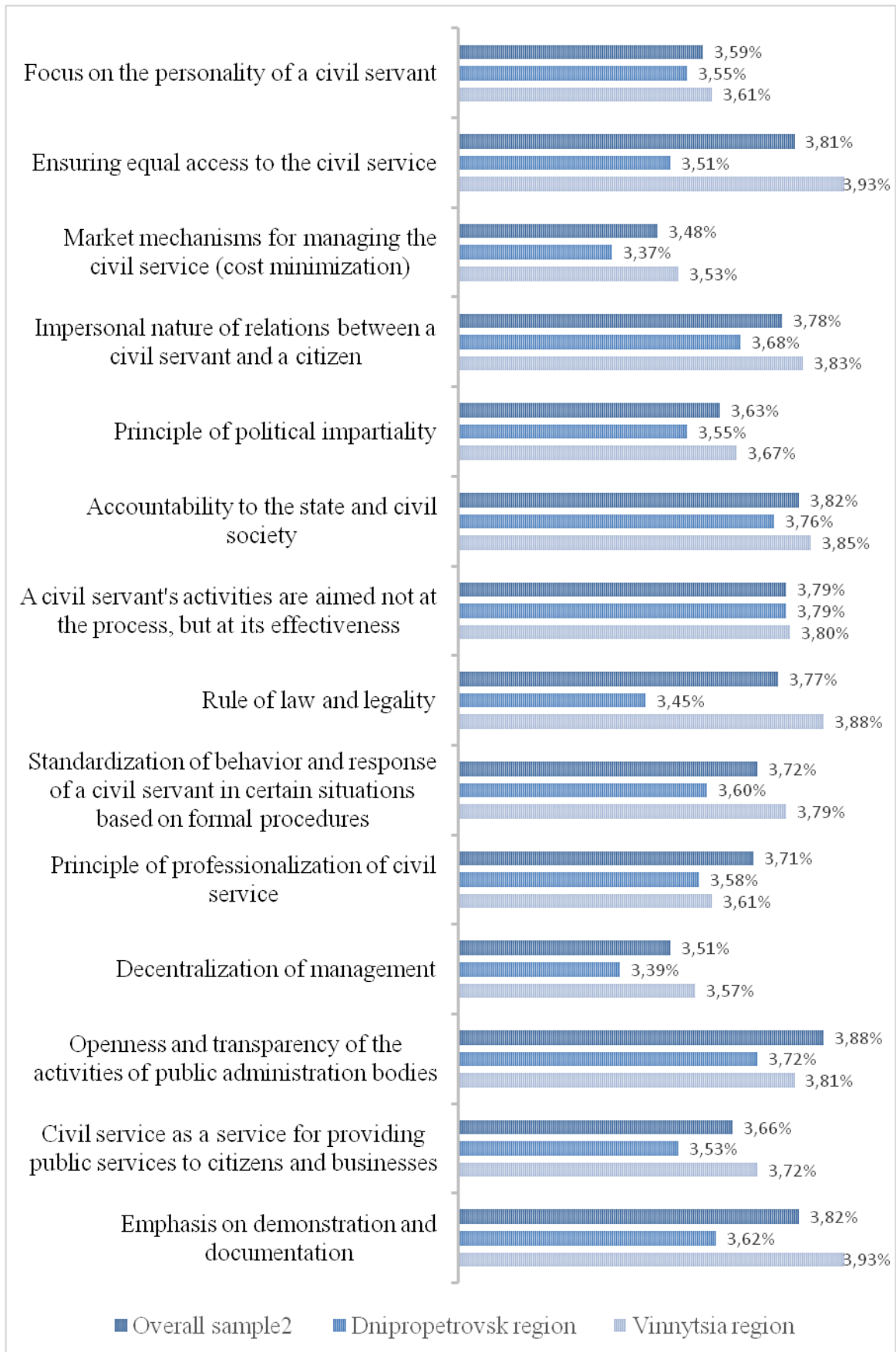


Fig. 1. Assessment of the implementation of the principles and characteristics of the civil service in different models of public administration in Ukraine

civil servant and a citizen (3.78 points), rule of law and legality (3.77 points), standardization of behaviour and activities of a civil servant (3.72 points), professionalization of the civil service (3.71 points). Therefore, we can speak of a combination of the old rational-bureaucratic system of the civil service and the trend of implementing the principles of good governance, which involves strengthening the role of civil society in making management decisions and monitoring the activities of state administration bodies. It should also be noted the relatively low rates of implementation of the highlighted principles among civil servants in the front-line Dnipropetrovsk region, especially in such aspects as equal access to civil service, rule of law, political impartiality and emphasis on administration as the basis of professional activity. Such indicators may correlate with an increased level of dissatisfaction with the civil service management system, on the one hand, and on the other hand – martial law requires centralization of management and careful implementation of job instructions and increased responsibility for the consequences of actions, deeds and behaviour in the process of professional activity of a civil servant.

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