

IMPROVEMENT OF PUBLIC ADMINISTRATION MECHANISMS REGARDING THE FORMATION OF CIVIL SERVANT CULTURE IN UKRAINE

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Summary

The author researched that, to date, the culture of a civil servant in our country is a system of values, knowledge, skills, and behavioral models that determines the work style and ethical standards of civil servants. It is noted that it covers both personal and professional qualities of the employee, including his knowledge, skills, ethics, relations with the public, behavior in work situations and ability to work in a team. It has been studied that one of the most important components of the civil servant's culture is ethics. Civil servants must be guided by ethical principles in their work, such as the principles of trust, transparency, openness, responsibility, and others. Adherence to these principles contributes to the formation of trust in the state authorities and ensuring the effective work of the civil service. It was found that the culture of a civil servant also includes the skills and knowledge necessary for the performance of professional duties. Civil servants must have a sufficient level of knowledge in various fields relevant to their work, as well as have the skills and abilities necessary to perform various types of activities, including analysis, strategy development, resource management, monitoring and control. It was determined that professional training and retraining of civil servants is one of the key mechanisms of civil servant culture formation. In Ukraine, this process takes place through the National Academy of Public Administration under the President of Ukraine, regional centers of public administration and other institutions that provide professional training and retraining of civil servants.

Key words: civil service, civil servant culture, professional training, retraining system of professional development, civil service ethics.

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1. Introduction

Formulation of the problem. Ukraine, like any other country, depends on the effectiveness and efficiency of its civil service. The culture of civil servants is a key factor in the successful operation of government structures. Despite the existing programs and projects for improving the qualifications of civil servants, in Ukraine there is still a problem of insufficient attention to the culture of civil service and the need for its improvement. The problem is the insufficient level of professional training of civil servants, as well as the low level of the culture of communication with citizens and internal communication within the state structure. It is also possible to single out the problem of the lack of mechanisms for the formation of civil servant culture at the legislative level, which forces civil servants to develop their own approaches to culture formation and management of their own competencies. In this regard, the problem of improving state mechanisms for the formation of civil servant culture is urgent.

Analysis of recent research and publications. Some aspects of the problem of improving state mechanisms for the formation of civil servant culture were studied by such scientists

as: A. Vakula, I. Melnyk, O. Kucher, I. Balandina, O. Kushnir and others.

The purpose of the article. The purpose of the article is to analyze the problems and shortcomings of the existing mechanisms for the formation of civil servant culture in Ukraine and to develop recommendations for their improvement.

2. Presentation of the main research material

In the modern world, civil service is one of the most important components of public administration. The success of public administration largely depends on the culture of the civil servant and the quality of his work. Ukraine is no exception, and much attention is paid to the problems of forming the culture of civil servants.

It is worth emphasizing that the culture of a civil servant can be defined as a set of knowledge, values, skills and behaviors that are recognized and used in public administration. The formation of civil servant culture can be considered as a process that includes education, trainings and other measures aimed at improving the quality of public service and increasing the level of professional competence of civil servants (*Balandina I, Kushnir O, 2016*).

According to scientists V. Popelyushko and O. Kushnir (*Popeliushko V, Kushnir O, 2019*) that the culture of a civil servant is a system of values, knowledge, skills and behavioral models that determines the work style and ethical standards of civil servants. It covers both personal and professional qualities of an employee, including knowledge, skills, ethics, public relations, behavior in work situations and ability to work in a team. One of the most important components of a civil servant's culture is ethics. Civil servants must be guided by ethical principles in their work, such as the principles of trust, transparency, openness, responsibility, and others. Adherence to these principles contributes to the formation of trust in the state authorities and ensuring the effective work of the civil service.

It is appropriate to emphasize that the culture of a civil servant also includes the skills and knowledge necessary for the performance of professional duties. Civil servants must have a sufficient level of knowledge in various fields relevant to their work, as well as have the skills and abilities necessary to perform various types of activities, including analysis, strategy development, resource management, monitoring and control.

It should be noted that according to scientist A. Vakul (*Vakula A, 2019*) that the culture of a civil servant includes the ability to interact and cooperate with other officials and the public. Civil servants must have the ability to work in a team, in and solve tasks together with colleagues, which can improve the quality of service delivery and the efficiency of the government as a whole. In addition, they must possess the ability to communicate with the public and represent the government in communication with the public, the media and other stakeholders.

Civil servants must ensure continuous improvement of their qualifications and abilities, learn new technologies and management tools, and adhere to the highest standards of professional training and practice. All these elements together form the culture of the public servant, which is an important component of effective public authority. Adherence to the principles of civil servant culture contributes to the improvement of the quality of the provision of public services, increasing the public's trust in the state authorities, and increasing the efficiency of the government as a whole.

One of the key mechanisms of civil servant culture formation is professional training and retraining of civil servants. In Ukraine, this process takes place through the National Academy of Public Administration under the President of Ukraine, regional centers of public administration and other institutions that provide professional training and retraining of civil servants (*Holub O, Zhuravel-Zabolotna L, Kravchenko V, 2020*).

It is appropriate to note that, taking into account the complexity and importance of civil service, professional training and retraining of civil servants should be systematic and necessary to ensure the high-quality and effective performance of their duties. It is important to ensure constant updating of knowledge and competences, including not only professional, but also interpersonal and leadership skills. Equally important is the development of ethical and professional standards of the activities of civil servants, which will contribute to the formation of responsible and trusting interaction with citizens and increase trust in the state authorities as a whole (*Petrenko N, Sokol N, Yakovlieva L, 2019*) In addition, it is important to take into account the requirements of the modern labor market and provide civil servants with the necessary competencies to effectively perform their tasks. For example, the current time is characterized by the rapid development of information technologies, so civil servants must be able to effectively use these technologies to perform their duties.

It is worth emphasizing that in order to increase the level of professional training of civil servants, it is necessary to create favorable conditions for permanent self-education and self-improvement. For this purpose, it is possible to conduct various seminars, trainings, master classes, as well as create special online courses on various areas of civil service activity (*Shumovych N, Shymkiv N, Kryvonos O, 2021*).

Therefore, the improvement of state mechanisms for the formation of civil servant culture is an important task that requires a systematic and complex approach. Professional training and retraining of civil servants, taking into account the modern requirements of the labor market and ensuring the possibility of continuous self-education and self-improvement are just some of the directions that can help achieve this goal. For example, this may include conducting exercises and trainings on issues of public administration, effective communication with the public and mass media, ensuring the rights and freedoms of citizens, technologies and information systems used in public administration, as well as other relevant topics.

It is important to note that the training of civil servants should be not only theoretical, but also practical, where they will be able to apply the acquired knowledge and skills in practice. Opportunities for self-education and self-development should also be provided so that civil servants can constantly improve their level of knowledge and skills (*Popeliushko V, Kushnir O, 2019*).

It is worth emphasizing that the state should create incentives to motivate civil servants to professional development and achieve high results in their work. This may include an appropriate remuneration system, opportunities for career growth, recognition of results and achievements.

It should be added that the improvement of state mechanisms for the formation of civil servant culture is an important element of reforming public administration and ensuring the efficiency and quality of providing public services to citizens. It is also important to ensure an increase in the role of electronic tools and online training in the process of professional training of civil servants, which will allow effective training, reduce the costs of organizing training events, and provide remote access to training materials for employees from different parts of the country. It is also important to actively apply best practices, using the experience of countries with a developed civil service system and cooperating with international organizations dealing with issues of public administration (*Dziuban O, Manuilov A, 2019*).

Separately, it should be noted that the improvement of state mechanisms for the formation of civil servant culture is an important component of the process of modernization of state administration. This involves a systematic increase in the quality of civil servant training, the introduction of innovative approaches and technologies, active cooperation with international organizations, and the use of best practices in countries with a developed civil service system. Such measures will ensure a high level of professionalism of civil servants, which is a guarantee of the efficiency and success of public administration.

It is necessary to develop and implement a system of professional training and retraining of civil servants at all levels of management. This can be done through trainings, seminars, workshops, mutual visits, internships and other forms of professional training. In addition, it is important to ensure the creation of a system of motivating and rewarding civil servants for successful professional activity and achieving high results.

It is also necessary to implement mechanisms for the interaction of civil servants with the public and to ensure their access to open information about the work of state bodies and institutions. This will make it possible to create a transparent and open system of public administration, increase citizens' trust in the state and reduce corruption risks (*Kobchenko I, Klymenko V, Korchahina O, 2019*).

As a result, improving state mechanisms for the formation of civil servant culture is an important step on the way to building an effective, transparent and open state that ensures the well-being of its citizens and the development of the country as a whole.

In addition, it is necessary to consider the issue of the formation of civil service ethics, in particular, the creation of a code of ethics for civil servants and ensuring its implementation. It is also important to implement a system for evaluating the performance of civil servants, taking into account their professional development and responsibility for the performance of assigned tasks.

It should be noted that the improvement of state mechanisms for the formation of civil servant culture is an important task for any country. In Ukraine, this issue becomes especially relevant in the context of European integration and the desire to improve the efficiency and quality of public administration. The implementation of the measures proposed above will ensure the professional competence and high morality of civil servants, which, in turn, will contribute to the development of the country and increase the public's trust in the authorities (*Melnyk I, Kucher O, 2020*).

It is appropriate to involve scientists, representatives of public organizations and other interested parties in the process of forming the culture of civil servants. For example, holding round tables, conferences, seminars and other events, where you can discuss current problems of the civil service and propose ways to solve them.

It should be noted that according to scientists O. Golub, L. Zhuravel-Zabolotna and V. Kravchenko, who believe that the improvement of state mechanisms for the formation of civil servant culture is an extremely important task for the effective and successful work of state structures. This requires not only changes in legislation and the creation of relevant institutions, but also practical steps aimed at increasing the professional competence of civil servants, forming ethical and cultural standards of behavior, as well as involving the public in the process of forming the culture of civil service (*Holub O, Zhuravel-Zabolotna L, Kravchenko V, 2020*).

In addition, an important aspect of the formation of the civil servant's culture is his ethics and responsibility to society and the state. Conscious adherence to ethical principles, transparency in activities, compliance with laws and standards are the basis of citizens' trust in the state and civil service. Therefore, an important part of the professional training of civil servants should be the teaching of ethics and legal aspects of activity, as well as the development of the skills of responsibility and moral strength.

It should be noted that the improvement of state mechanisms for the formation of civil servant culture is an important component of the process of formation of a modern state. Systematic professional training and retraining of civil servants, development of leadership qualities, formation of ethical and responsible behavior are important steps on the way to effective and responsible functioning of civil service (*Kobchenko I, Klymenko V, Korchahina O, 2019*).

In addition, it is necessary to ensure the transparency and openness of the process of selection and appointment of civil servants, to define clear selection criteria and to establish mechanisms for monitoring their implementation. It is also important to ensure adequate remuneration of civil servants in order to maintain a high level of professionalism and attract qualified personnel to the civil service.

It is appropriate to emphasize that the improvement of state mechanisms for the formation of civil servant culture is an important task for the development of the state. This can be achieved under the condition of systematic and purposeful work on the training and retraining of civil servants, the creation of effective control mechanisms and ensuring openness and transparency in the selection and appointment of civil servants (*Petrenko N, Sokol N, Yakovlieva L, 2019*).

It is important to develop and implement effective mechanisms for evaluating and motivating public service employees so that they have the motivation to achieve high results in their work and continuous self-improvement. It is also important to ensure the openness and transparency of civil service activities, in particular, through the implementation of the electronic government system and open access to public information.

Therefore, the improvement of state mechanisms for the formation of civil servant culture is an important task for the development of effective civil service in Ukraine. This involves the responsibility of government structures to ensure the professional training and retraining of civil servants, the development of mechanisms for evaluating and motivating employees, and ensuring the openness and transparency of civil service activities.

3. Conclusion

Thus, after analyzing the above, we can come to the conclusion that the improvement of state mechanisms for the formation of civil servant culture is an important task for any country, since the efficiency and quality of the work of state authorities and the satisfaction of society's needs depend on it. The effectiveness of such mechanisms depends on their systematicity and complexity, as well as on interaction with other systems of state administration.

Therefore, in order to achieve this goal, it is necessary to improve the legal framework, develop and maintain the professional and interpersonal skills of civil servants, as well as introduce innovative approaches to the formation of civil service culture. This is the only way to ensure the high quality and efficiency of the work of state bodies and to increase citizens' trust in the state and its governing bodies.

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