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ASPECTS OF PERSONNEL MANAGEMENT IMPROVING IN PUBLIC AUTHORITIES

One of the prerequisites for the state's exit from the socio-economic crisis is an effectively functioning public service. The key place here is occupied by human resources, i.e. civil service personnel, and the new society of Ukraine makes higher demands on the competence, activity, organization and purposefulness of employees of public authorities. But all this also requires new types of work motivation of the personnel of the authorities.

Considerable attention was paid to the issues of professional development in the works of such scientists as T. M. Glushman, Y. O. Kulyk, L. O. Maznyk, I. R. Prodan, T. I. Savenko, and L. V. Shostak. However, the coverage of the management of professional development as one of the stages of personnel management in the scientific literature remains incomplete and episodic. Therefore, a comprehensive study is needed, a generalization of the main goals of personnel management in government bodies, tasks and measures.

World experience shows that successful implementation of laws and government decisions is possible only when the process of implementing the requirements of regulatory acts is supported by a coherent system of public service with a clear division of powers and responsibilities at all levels of management between public servants [1, 2]. Today, the unsatisfactory structure of positions, which sometimes duplicate functional duties, in combination with insufficiently differentiated wages and low motivation, negatively affects the attractiveness of the career of a public servant for young professionals. To solve this problem, it is necessary to build a clear system that would provide for: a high level of motivation and security of public servants in order to attract highly professional specialists to the public service and keep them in their positions; maximally objective and transparent selection, reception and promotion of personnel based on their business and professional qualities; proper material, technical and technological support for the performance of the personnel of government bodies in their functions; systematic professional training and professional development of public servants, because a big problem is the fact that many public servants are not familiar with modern methods of management, social psychology, conflict theory, with the theory and practice of management, often do not have the basics of economics and law, without which a successful personnel management activities.

Management styles and «organizational climate», i.e., factors that determine the

state of the working environment of the government body, have a significant impact on work efficiency in the organization. The «organizational climate» includes such factors as flexibility, the responsibility of employees in relation to the organization, a clear understanding by employees of the tasks and values set before the state and the organization, people's confidence that their work is fairly evaluated and rewarded [3, p. 79].

The motivational process is multifaceted, because it uses a variety of methods used by the authorities to motivate members of the organization in order to perform their assigned tasks well. At the same time, it is necessary to take into account the fact that there is no single best method for motivation. What is effective for motivating some people may be completely ineffective for others [1, 3, 4]. One of the negative features of the modern development of Ukraine is the almost complete loss of motivation to work. There are many reasons for this, the main of which is the lack of a civilized labor market, as a result, the incorrect determination of the cost of labor and the absence of an effective mechanism of wage regulation by the state. One of the important forms of motivation in organizations is the material stimulation of work, which is the process of forming and using systems of material incentives for work and the distribution of wages in accordance with the law of distribution according to the quantity and quality of work.

The implementation of the principle of goal-oriented motivation of the personnel of the authorities, taking into account the results of labor and social activity, is connected with the consideration of the labor contribution of each employee to achieve the goal of the entire management body. This evaluation of the results of labor activity becomes the basis of the motivational mechanism, which determines the increase in the work efficiency of employees of management bodies. It is with this assessment in mind that it is necessary to build a system of material incentives, as well as a system of self-affirmation of the employee in the team, bearing in mind that the need for self-affirmation is a powerful source of activity for the majority [4, 5].

The skills of a public servant are skills brought to the point of automatism, which are most often performed without thinking. They are acquired in conditions when in practical activities the employee constantly deals with typical managerial situations. Skills allow you to save time, act with a minimum of errors and miscalculations.

The experience of a public servant is a property formed through training and practice, in a broad sense – the unity of knowledge, skills and abilities. Experience grows along with work experience. As a result of the employee's practical activity, it reflects the level of mastery of the «secrets» of managerial work achieved by him at the moment. The employee gets acquainted with the structure of the organization, with his specific case; master the activities regulated by the constitution, regulations on the department, job instructions and all features related to situations both within the organization and outside of it.

But the most difficult and important from the point of view of impact on work efficiency and professionalism is education of a public servant, it is education that has the greatest impact on all indicators of an individual's activity and without it is impossible to imagine quality development of personnel potential. Therefore, one of

the key psychological aspects of the development of professionalism is the motivation for the development and formation of moral qualities of an employee of a government body.

Another problem caused by bureaucracy and the peculiarities of public service is the problem of the meaninglessness of work, when a person does not determine the goals and content of his work himself, but acts as an executor of someone's ideas and guides the will of others, such as management or governing bodies. It is not even about the lack of meaning of work in general, but about the absence or vagueness of meaning for a specific worker-performer. The task of the employee is to perform the work, and to find meaning in the instructions of the governing bodies or the immediate superior is not an easy task, which contradicts the employee's job description or simply does not have time for it. That is, in a specific situation, a public servant prepares a letter, prints a report, a protocol, often without delving into the meaning of this activity, thereby distancing himself from the results of his work, as a result of which the person's personality undergoes deformations and the quality of activity decreases.

At the highest levels of professional development, a person manages to combine both professional knowledge and personal qualities in his work. Unfortunately, in reality, employees are only required to perform their duties in accordance with the instructions or orders, when any kind of creativity is most often unacceptable and is a condition for delegating an even greater amount of work to this person. This is also a problem that needs to be solved in the near future.

In view of the existing experience, the ways of solving these problems are: revision of the government's policy regarding public servants of the lower middle rank, increasing the material motivation for the professional development of the personnel of government bodies; introduction of special psychological training for public servants in the form of permanent seminars and courses; personnel selection for public service should be aimed at selecting a candidate based on separately defined parameters of education, experience, skills and abilities, and a defined set of professionally important psychological qualities; it is also necessary to pay attention to the scientific organization of work.

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