

UDC 354.057

EFFECTIVE MANAGEMENT AS THE PURPOSE OF IMPROVING PUBLIC ADMINISTRATION IN UKRAINE

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Today, an effective system of public administration is being formed in Ukraine, which should respond to the demands of modern society, provide conditions for improving the quality of life of the people. The effectiveness and efficiency of managing the political and socio-economic processes of the country's development depends on the professional level of civil servants. Through the civil service institute, personnel policy is implemented in state authorities and local self-government bodies with the aim of providing them with professional personnel resources. The imperfection of personnel policy in the field of public administration has become one of the main causes of negative phenomena in society and, as a result, the state's improper performance of its functions.

The civil service is an organizing force of society, since, contributing to the implementation of state management, it prevents chaos in the country. Therefore, today the goal of the state personnel policy in the field of public administration is to provide public authorities with honest, competent, highly professional, law-abiding, proactive, patriotic new-type management personnel who are able to successfully solve pressing national and regional problems.

Today, the country needs personnel who are ready for changes and innovations, are able to make the most effective management decisions in a timely manner, and are able to take responsibility for the development and implementation of important socio-economic state and regional projects.

The formation of the state personnel policy has a rather complex and multifaceted process. Modernization of the professional civil service is possible on the basis of new principles of personnel policy in the field of civil service. After all, personnel is a specific lever for effective and consistent implementation of the state's foreign and domestic policy. The course and results of transformations at all levels of government depend mainly on their professional competence, morality, desire for self-improvement and official growth. All of the above substantiates the relevance of this work.

The need to fundamentally improve the quality of personnel potential, to ensure its effective professional development is due to the need for highly qualified personnel, erudite, competent managers with innovative thinking, capable of responsible management decision-making. Providing the state with highly qualified specialists is a complex continuous process that involves the improvement of the state personnel policy aimed at the consistent implementation of a number of research, organizational and managerial, political and legislative actions.

Of course, the productivity of public authorities, enterprises or organizations is affected by various factors. They can be divided into internal, external, objective or subjective, but they all depend on the human factor, the level of professionalism and competitiveness of employees in general, the competence of management, the ability to overcome the influence of negative external factors and the reasonable use of human resources.

Among the problems of the theory and practice of management, an important place belongs to the set of problems related to the individual activity of the manager. Since management acquires such an important practical role, its constant research and development objectively appears as the main and at the same time quite complex problem of management theory. The difficulties of studying the manager's activities are due to objective circumstances.

The study of managerial activity should be a specific aspect of the analysis of all management problems. It should be based on an interdisciplinary approach, that is, its effectiveness is ensured by the use of a well-founded complex of technologies of

various sciences. The study of managerial activity requires not so much rational, but intuitive, heuristic methods, which are not directly methods of management, but such related sciences as sociology, psychology, socionics, etc. Since managerial activity is carried out by people who are related to the behavior of other people, its means and tools are largely determined by their personal characteristics.

Activity must be studied as a form of the subject's active relationship to reality, aimed at achieving consciously set goals and related to the creation of socially significant values and the mastery of social experience.

The peculiarity of managerial activity in comparison with other types of human activity is that it constitutes a synthesis of individual and joint activity. Managerial activity has significant psychological features, as it is diverse. The problem of identifying the main psychological traits of a leader has not yet been finally resolved.

An expert survey of managers at different levels revealed their ways of addressing employees. The greater the leader's authority among employees, the more flexible the forms of his appeal to them, the richer their set: wishes, advice, requests, recommendations, messages, explanations, task explanations, instructions. If the manager uses, first of all, power, then the flexibility of behavior is replaced by directness, and the forms of addressing employees are such as instructions, orders, orders in a harsh, irritating tone.

The application of the method of delegation of powers presupposes the creation of certain organizational prerequisites, which will ensure a high effect in the implementation of management decisions.

Management and leadership have not been studied much, even from a qualitative point of view, and even more so from a quantitative point of view. Therefore, the generalization and substantiation of the system of their quantitative assessment and modeling is an urgent problem of both science and practice. The use of quantitative analysis in the study of leadership potential provides opportunities to obtain scientifically based conclusions about the identified provisions of the study.

At the moment, further research into the reserves of the development of effective management and leadership should be aimed at specifying the conditions

that require their development and synthesis; development of methods for assessing people's ability to perform them; definition of the system of varieties of power, the use of which ensures the influence of the leader-reformer on the behavior of subordinates; principles and procedures for selecting personnel for management positions and in creative groups; methodical approaches to evaluating the effectiveness of reformer leaders and technologies for effective development of their competence and advancement in official activities.

Therefore, the use of a systemic approach to personnel management of public administration bodies makes it possible to connect it with a system that includes a set of administrative, technical, and individual-cultural (human) subsystems that are interdependent and in some ways interact. Accordingly, personnel management consists of its planning, setting appropriate tasks for employees, applying performance evaluation indicators and performance monitoring [3]. Under these conditions, personnel management includes an effective personnel policy, ensuring cooperation between team members, improving their information support, motivation, organization of personnel training, and other components of the manager's work.

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