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## UPDATING THE PRESTIGE OF THE CIVIL SERVICE IN THE REFORM PROCESS

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*The prestige of the civil service affects the quality of attracting resources to the public administration, and the civil service is considered as part of the public administration connected with the realization of the goals, tasks and functions of the state. The study of the factors of prestige and the attempt to formulate its model are necessary to manage the process of raising the prestige of socially important spheres of life, one of which is the protection of national interests. The article identifies and analyzes that influence the formation of the prestige of the civil service of Ukraine and leading countries. They are based on the use of official position not in the interests of society: protectionism, mutual services, use of state property for personal purposes, as well as bribes, kickbacks and other illegal mechanisms of "transformation of power into money". Also, criteria have been selected to take into account the prestige, which are a result of the efficiency of public administration and the macroeconomic environment, because they reflect the possibilities and freedom of realization of activity. Updating the prestige of the civil service is a prerequisite for successful European integration and good and efficient public administration that meets the requirements of modern times and European standards and principles of good governance. The detail analyzes the main factors influencing the prestige of the civil service. After evaluating all possible factors, we can distinguish those that most accurately and accurately reflect the results of the question under study. Measures justified to increase the level of prestige of the civil service. The effectiveness of the reform of the Ukrainian civil service must be*

*accompanied by the creation of a professional, politically impartial, stable, highly efficient, authoritative and prestigious civil service capable of meeting the challenges of today and providing quality administrative services that meet European standards.*

**Keywords:** *civil service prestige, civil service prestige indicators, level of civil service prestige, interests of society, reforms of the civil service of Ukraine.*

**Introduction.** Throughout the development of society, the concept of public service has traditionally been regarded as a special type of public activity, carried out on a professional basis by employees of public bodies for the purpose of performing functions and tasks. Civil servants differed from other citizens in their authority and therefore were always respected. This is evidenced by the reform of public administration, which is one of the priority reforms of the sustainable development “Ukraine 2020” to build a transparent system of public administration [15, 13]. The professionalism of the Civil Service Institute, ensuring its efficiency, modernizing the civil service and managing human resources are one of the key areas of ensuring the prestige of the civil service.

**Literature review.** In today's transformational processes that are taking place in Ukrainian society, the institute of civil service is becoming increasingly important. That is why various aspects of its functioning are analyzed in detail in their works by domestic experts, namely [1] studies it from the point of view of human dignity; [4, 6] analyze approaches to authority from the standpoint of professionalism. At the same time, the prestige of the civil service was hardly explored. It was only fragmented in the context of the motivational crisis, the professional consciousness and the culture of civil servants.

Some aspects related to the formation of a positive image of the government, the prestige of the public service, its authority, which, in turn, require increasing the level of public confidence in power, are revealed in the works [8, 9, 16, 14].

The issue of increasing the prestige of the civil service is of great practical importance. It is impossible to attract highly professional

employees to the public service without ensuring the high prestige of this type of activity. And without high-level professionals, in turn, one cannot claim effective public administration [10, 5, 3]. Thus, before setting the goal of raising the prestige of the civil service, it is necessary to understand the system of values in modern Ukrainian society and to form mechanisms for the integration of these values into the civil service. What is more, the question often arises not so much about raising prestige as about not reducing that prestige.

It is worth noting that the system of values of the Ukrainian society in relation to the civil service consists of two components: material and intangible. And they, in turn, are divided into two levels, both causal and consequential [7]. Causal values include: wage levels, availability of social guarantees and benefits, including social insurance, retirement benefits and more. The hereditary, in turn, are formed on the basis of the primary and include: fluidity of the civil service, age, etc. Intangible values are at least a fraction and consist of the level of respect, status, prestige and authority, the importance of this activity [11, 2].

It should be remembered that in addition to the causal values listed above, society also takes into account those that everyone knows and talks about but does not resolve. These are not statutory "preferences" that accompany the status of a civil servant, in the implementation of which it is possible to talk about conflict of interest or corruption. They are based on the use of official position not in the interests of society: protectionism, mutual services, use of state property for personal purposes, as well as bribes, kickbacks and other illegal mechanisms of "transformation of power into money".

Thus, it is necessary to consider in more detail the main factors influencing the prestige of the civil service. After evaluating all possible factors, we can distinguish those that most accurately and accurately reflect the results of the question under study.

**Presenting main material.** Updating the prestige of the civil service is a prerequisite for successful European integration and good and efficient public administration that meets the requirements of modern times and European standards and principles of good governance.

The positive impact of enhancing the prestige of the civil service should be considered in more detail:

1. Possibility of attracting the best workforce. An important role in improving the organization of the civil service is played by the process of professional training and selection of candidates for the competition for vacant positions of public service. This is one way of ensuring the prestige of the civil service. In the context of market transformation processes, the best manpower is able to act effectively, show autonomy and initiative; be able to take risks; be able to respond to environmental changes in a timely and correct manner by making sound management decisions; think strategically; quickly determine the effectiveness of innovations; quickly restructure the work of the state structure, as well as be sociable and able to regulate interpersonal relationships.

2. More efficient implementation of public administration functions. Optimizing the functions of government institutions, ensuring the effective division of powers and areas of responsibility between them, identifying and enhancing the overall administrative and administrative capacity of the state apparatus on the basis of good governance principles and the best experience of EU Member States, transforming it into an effective tool for the continuous and sustainable development of Ukraine.

3. Ensuring the quality of decision-making in public administration. The key elements of the prestige of the civil service at the present stage are improving the quality of the civil service and the service in local self-government bodies. In the process of establishing a new model of government, the role of the civil servant is changing. Continuous training of civil servants is essential, which promotes the prestige of the civil service.

4. Increasing the authority of a civil servant. According to Article 1 of the Law of Ukraine “On Civil Service” [13], the civil service in Ukraine is the professional activity of persons holding positions in state bodies and their apparatus in the practical fulfillment of the tasks and functions of the state and receive wages at the expense of public funds. Therefore, the task of the modern civil servant is to create a system of public administration that will ensure the further active development of Ukraine as a legal, civilized European state with a high standard

of living, social stability, culture, democracy, as well as meeting the needs of citizens. In fact, effective public administration will ensure the confidence of citizens, which is an expression of the authority of the civil service.

Civil service is closely linked to many other institutions of civil society. That is why the evaluation of the effectiveness of the civil service is carried out through the lens of its social function, in the provision of appropriate legal bases, interaction with institutions that operate in the spiritual sphere of life of society, in the sphere of culture, is formed by mass communication, public opinion. Civil service is also a complex legal institution, since it includes the rules of many areas of law: constitutional, administrative, financial, labor, criminal, housing, etc. [12]. Ensuring the prestige of the civil service based on the principles of humanism and social justice presupposes the orientation of the professional activity of civil servants to respect the constitutional rights and freedoms of Ukrainian citizens as the highest value of the state, ensure the quality of administrative services, improve the efficiency of public administration, create decent living conditions and promote the development of Ukraine.

5. Development of the country. The prestige of the civil service promotes the formation of common values, areas of activity, public administration on the basis of a qualitatively new approach. Thus, economic, political, socio-cultural, information and technological features will be taken into account and aimed at supporting the country's sustainable development and economic growth by considering interaction not as an influence of the government on the private sector but as a cooperation.

Civil service is a link between the state and society and represents the sphere of professional activity in the protection of the rights and interests of citizens, the form of manifestation of public relations and relations, the way and means of bringing the constitutional ideal of the state closer to objective reality, not only political and legal, but also the ethical system of power relations.

The following reasons influence the level of prestige of public service in the countries of the world (Table 1).

Table 1.

**Measures to increase the level of prestige of the civil service**

ROW OF LEVELS OF PRESTIGE OF CIVIL SERVICE	REASONS:	MEANS OF SOLUTION:
	<ul style="list-style-type: none"> <li>- Demographic (increase in the share of employees before retirement age, disproportionate recruitment and dismissal of civil servants);</li> <li>- Compensatory (low wages leading to a loss of competitiveness of the public service, inability to compete with the private sector in the selection of university graduates, wages are a crucial factor in retention (especially after two to four years of public service);</li> <li>- Declining public sector image (the public sector is bureaucratic, old-fashioned and the prestige of public service in many countries is low. Citizens' confidence in government has diminished and this has a negative impact on the image of the government);</li> <li>- Human resources management (low level of management system, career growth is usually not related to job performance, lack of effective staff development tools)</li> </ul>	<ul style="list-style-type: none"> <li>- The benefits of public service over private employment need to be emphasized.</li> <li>- Dissemination of public service promotion.</li> <li>- Use of advanced information and communication technologies and clear promotion and training opportunities.</li> <li>- Creating better working conditions compared to the private sector.</li> <li>- Develop a new compensation policy and create additional performance-based pay systems and other incentives.</li> <li>- Increasing the weight of the intangible motivation of civil servants (introduction of flexible working hours, equal hierarchy and use of the latest technical equipment).</li> <li>- Self-realization and self-development (open communication; sufficient freedom to take initiative and make decisions; good working conditions; good opportunities for learning and personal development; telecommunications, solving more complex problems, etc.)</li> <li>- Reforming human resources management systems (providing quality leadership, improving the mobility of civil servants, and promoting equal opportunities)</li> <li>- Develop effective hiring processes (to develop appropriate leadership skills and competencies for public administration).</li> </ul>

Updating the prestige of the civil service is caused not only by the negative tendencies of its present state, but also by the prerequisites caused by moral and ethical principles (patriotism, expectation, dynasty, etc.). Studying the value and valuation nature of prestige allows us to predict the dynamics of change and transformation of social values; the decline of the prestige of socially important spheres of human activity.

The prestige of the civil service is of paramount functional importance, since it is the civil servants who are the real leaders of the ideas of statehood in practice. The prestige of the civil service depends to a large extent not only on its availability of highly qualified personnel, but also on the efficiency, but also on the trust, respect of the population, how the laws and regulations of public authorities will be perceived in public opinion.

**Conclusions.** The prestige of the civil service is a key indicator of the state's effectiveness and strength in the international environment. It also directly affects the state's ability to provide services to the population, promote competition and growth.

The most important solution to the low level of prestige of the civil service is to critically ensure the full use of the national talent pool. This implies job creation based on equal opportunities by gender, age, ethnic origin and other comparable criteria.

The effectiveness of the reform of the Ukrainian civil service must be accompanied by the creation of a professional, politically impartial, stable, highly efficient, authoritative and prestigious civil service capable of meeting the challenges of today and providing quality administrative services that meet European standards.

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## АКТУАЛІЗАЦІЯ ПРЕСТИЖНОСТІ ДЕРЖАВНОЇ СЛУЖБИ В ПРОЦЕСІ РЕФОРМУВАННЯ

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*Престиж державної служби впливає на якість залучення ресурсів до державного управління, а державна служба розглядається як частина державного управління, пов'язана з реалізацією цілей, завдань та функцій держави. Вивчення факторів престижу та спроба сформулювати його модель необхідні для управління процесом підвищення престижу суспільно важливих сфер життя, одним із яких є захист національних інтересів. У статті визначено та проаналізовано вплив на формування престижу державної служби України та провідних країн. Вони ґрунтуються на використанні службового становища не в інтересах суспільства: протекціонізм, взаємні послуги, використання державної власності в особистих цілях, а також на хабарі, відкати та інші незаконні механізми "перетворення влади на гроші". Також були обрані критерії для врахування престижу, які є результатом ефективності державного управління та макроекономічного середовища, оскільки вони відображають можливості та свободу здійснення діяльності. Підвищення престижу державної служби є необхідною умовою успішної європейської інтеграції та доброго та ефективного державного управління, яке відповідає вимогам сучасності та європейським стандартам та принципам належного управління. Докладно проаналізовано основні фактори, що впливають на престиж державної служби. Оцінивши всі можливі фактори, ми можемо виділити ті, які найбільш точно та найточніше відображають результати досліджуваного питання. Заходи, виправдані для підвищення рівня престижу державної служби. Ефективність реформи державної служби України має супроводжуватися створенням професійної, політично неупередженої, стабільної, вискоєфективної, авторитетної та престижної державної служби, здатної відповідати викликам сьогодні та надавати якісні адміністративні послуги, що відповідають європейським стандартам.*



**Ключові слова:** *престижність державної служби, показники престижності державної служби, рівень престижності державної служби, інтереси суспільства, реформи державної служби України.*

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