



*We see the perspective of research in the development of a system for evaluating the career potential of public servants, including candidates for civil service positions.*

**Key words:** *civil service, State Tax Service of Ukraine, civil servants, career potential of an individual.*

**Formulation of the problem in general terms.** For Ukraine, the problem of developing the career potential of public service professionals is of particular importance in view of obtaining the status of an EU candidate country. The main problems that led to the adoption of the Public Finance Management System Reform Strategy for 2022-2025 include the problem of limited human resources to implement the reform at the state and local levels. In this context, the priority strategic goal of the State Tax Service of Ukraine is to develop human resource management in the area of public finance, which involves increasing the human resources capacity for the effective formulation and implementation of public policy in the sphere of public finance.

In another strategic document, the Strategy for Reforming Public Administration of Ukraine for 2022-2025, which aims to build a viable service and digital state in Ukraine that protects the interests of citizens based on European standards and experience, the formation of a professional and politically neutral public service system focused on protecting the interests of citizens is expected by 2025 based on the results of the public administration reform.

The main problem that needs to be solved in Ukraine in the current situation is the correct selection, placement and motivation of employees, in particular, based on the career potential of civil servants and providing for the alignment of their individual goals with the goals of the State Tax Service of Ukraine (hereinafter - STS of Ukraine) as a system. This problem can be solved with the help of interdisciplinary theoretical methods, including theoretical and methodological tools of general systems theory, public administration theory, management, psychology, and sociology.

**Formulation of the objectives of the article (task statement).** The purpose of the article is to present and scientifically substantiate S. Grof's

system of condensed experience in the context of explaining the essence of constructive, neutral or destructive potential of an individual in the civil service.

Presentation of the main research material. Based on the results of conducted analysis, we state certain peculiarities in the management of professional and service career in the State Tax Service of Ukraine. In this context, it is important to emphasize that both the state and the public servants themselves should be interested in career management of public servants, in planning their careers and in promotion through the career ladder. The state's interest is explained by the fact that a professionally built career development system will ensure promotion of the most talented and skilled civil servants and avoid problems related to corruption, which plays a pivotal role in building an effective civil service system. The interest of the public servant is related to his personal motivation and to the creation of motivation by the state authorities for the effective performance of his duties.

Classical works that served as the basis for modern research in the area of efficiency as organizational productivity can be categorized into four groups, depending on the country of their «origin»: Great Britain, Germany, France, and the United State of America. These groups include approaches to evaluating the productivity of the civil service from the standpoint of economic efficiency (G. Downs, P. Larkey), macroeconomic performance (E. Barker, B. Mandeville), engineering positions (K. Thompson, D. Nelson), and administrative positions (G. Jacoby, F. Cleveland, J. Matthews, L. White) [5].

These four concepts lead to four questions about the character of organizations that can be naturally considered as a field of research in the area of productivity. First, there is the question of the role that public authorities are called upon to play in society as a whole. Secondly, whether economic regulators are dominant or whether it is a case of public choice. Third, whether the theoretical heritage of economic efficiency influences the assessment of productivity. Fourthly, whether existing research in the field of organizational structures is decisive in assessing productivity, or whether it is imperfect and requires extensive further research [5, p. 101].

However, the requirements of the third millennium, associated with the evolution of the collective consciousness of humankind characterized

by the need to achieve a higher level of involvement of civil servants in the public administration process. In this regard, the current approach to the productivity of the civil service in developed countries, and in particular in the United States, is as follows (Table 1).

Tabel 1.

**Approaches to civil service productivity**

<b>Traditional approach</b>	<b>Modern Approach</b>
The goal of increasing productivity is to decrease costs.	The goal of increasing productivity is to involve employees in making effective management decisions
The main attention is paid to issues of control and observance of subordination.	The focus is on building mutual understanding and fulfilling agreements
Productivity is rated by formal results.	Productivity is rated by the real consequences of activities for society
Conflict of relations between politicians and bureaucrats.	Unity of aims of politicians and bureaucrats
Public participation is not expected.	Public participation is one of the forms of accountability of the authorities to the society

*Sources: [5]*

The main difference between the traditional and modern approaches to ensuring the productivity of the civil service is the transformation of the attitude of a civil servant to the process of performing main functions. The status of an employee is changing from an object of social relations to a subject of these relations, which is achieved by increasing the level of involvement of officials in social processes.

It is important to say that the implementation of a particular concept of civil service functioning does not happen in a vacuum. The main stimulus for the formation of the structure of the state apparatus is the society. Therefore, achieving the current level of requirements for the

efficiency of specialists in the sphere of the State Tax Service of Ukraine requires the formation of civil society on the basis of the establishment of new democratic forms of social consciousness as a prerequisite.

Society, as a social system, is the fundamental reason for the formation of the state and the public service (the State Tax Service of Ukraine is no exception), which have certain characteristics that represent, in turn, the status of society, goals and values of the members.

According to the general systems theory, the evolution of organizations as social systems is defined by the most important property – the ability to self-development. At the same time, all social systems are characterized by purposefulness. Modern experts in the theory of public administration argue that purposefulness is the most important, objectively inherent property of management. There are a number of regularities of goal setting, among which the most significant in terms of applying knowledge about them in practice are the following:

- dependence of goal management and methods of their structuring on the stage of acquaintance with the object (process);
- dependence of the goal on internal and external factors;
- possibility of reducing the task of formulating the overall goal to the task of structuring it;
- manifestation in the structure of goals of the law of integrity [1, p. 39-40].

The conscious organization of the purposeful functioning of the system is determined by the characteristic of manageability. With the help of management, society organizes its internal diversity in a certain way, creating political, economic, social, cultural and other social structures and directing their activities in accordance with the conscious goals of its development. The role of realizing the goals of society's development and formalizing the process of strategic goal-setting is performed by the state represented by the ruling political elite. The civil service implements or facilitates the realization of the goals set by the state on the basis of formalizing the needs of society.

It has been previously proven that an individual can have a constructive, neutral, or destructive impact on the system of which he or she is an element. The essence of the constructive, neutral, or destructive career potential of an individual in this study is proposed to be explained

by the concept of S. Grof's concept, which analyzes the system of condensed experience of an individual.

According to S. Grof's definition, the system of condensed experience (SCE) is a condensation of memories consisting of the condensed experience of different life periods of a person [3, p. 33]. Memories belonging to a separate system of condensed experience have a similar main theme, or contain similar elements, or are associated with a strong emotional charge of one quality. The extremely high emotional charge of a condensed experience system is the sum of the emotions that belong to all the memories that make up the condensed experience system of a certain type. The personality structure usually contains a significant number of condensed experience systems. Their number, nature, size and intensity vary considerably from one individual to another [3, p. 35].

According to S. Grof, in accordance with the main quality of the emotional charge, there are positive systems of condensed experience (condensed pleasant emotional experiences and positive aspects of the individual's past life) and negative systems of condensed experience (condensed unpleasant emotional experiences). Although there is some interdependence and overlap, individual condensed experience systems can function relatively independently. In this regard, the question arises: to what extent do the existing positive and negative systems of an individual's condensed experience determine his constructive and destructive influence on the system of which he is an element? The answer to this question can be found in a more detailed consideration of the properties of the system of condensed human experience, which were identified by S. Grof in the course of his research.

S. Grof argues that in a complex interaction with the environment, condensed experience systems selectively affect a person's perception of himself or herself and the world, as well as his or her senses, ability to form ideas, and even many somatic processes. This provision confirms the thesis that personality, as a system of motivational relations, is largely formed by the reactions of others to the behavior of this individual.

The basis of the system of condensed experience is the core of experiences. This is the first experience of a special kind, registered by the brain and laying the foundation for a separate system of condensed experience. Thus, the kernel of memories is a prototype, a matrix model

for recording subsequent events of this kind in memory. The specific sensitivity of the individual to the formation of the core of the system of condensed experience can be explained by determinants in the deep layers of the unconscious, in functional natural dynamic matrices, transpersonal in nature.

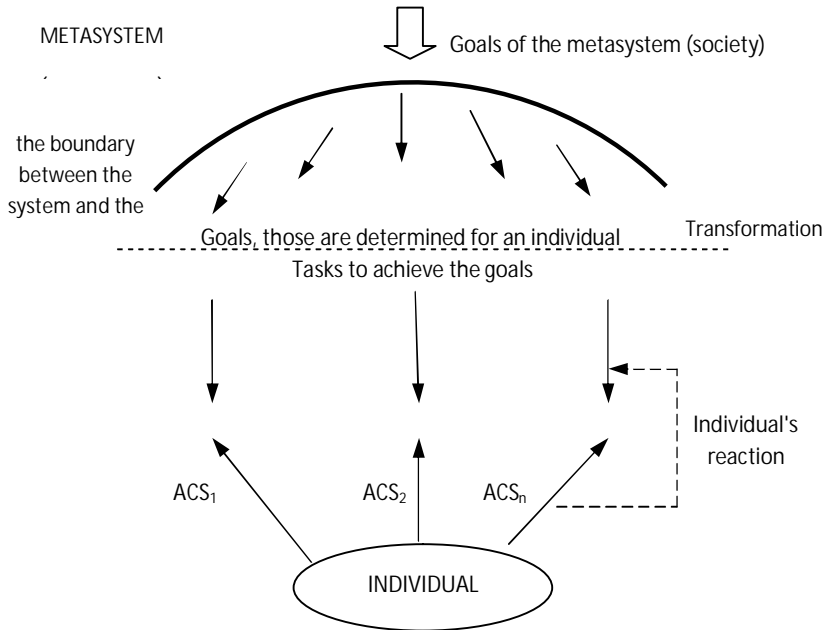
When the foundation of the system of condensed experience is laid, it clearly begins to influence the subject in terms of his perception of the environment, experience of the world, in terms of his positions and behavior. Under the influence of the core of experiences, it develops stable specific expectations and general fears in relation to a certain category of people and certain situations. They are generated by the general formative core of experiences and can be logically derived from its specific content [3, p. 47].

For example, a person whose meetings with new people are overshadowed by the strong influence of negative systems of condensed experience enters into new relationships with deep bias. Due to the reciprocal nature of human relationships, behavioral stereotypes based on strong a priori positions provoke additional responses in the interpersonal and social environment. The resulting clot of experience is an approximate reflection of the initial situation of the core of experience. In other words, there is a dynamic interaction between a person's ACS and environmental stimuli.

Thus, the reaction of an individual to the influence of the environment, according to S. Grof's concept, is largely determined by the system of condensed experience. In the case of a civil servant working in the system of the State Tax Service of Ukraine, the influence of the external environment is presented as follows (Picture. 1).

For an individual, there is a higher-order external environment called a metasystem. For a civil servant, society acts as a metasystem. The metasystem objectively has its own goals, which can be summarized by the concepts of survival and development. The actual goals of the metasystem are transformed into the goals of each individual who is a member of society or an element of the system. Achieving the goals is possible on the basis of the tasks that the metasystem objectively presents to the individual at each individual moment.

Picture 1



The Formation of an individual's reaction to the whole metasystem  
Sources: [2]

In turn, the individual reacts to the tasks set based on the system of condensed experience it has.

Since the system of condensed experience is exclusively individual, the individual's reaction to the tasks set by the metasystem may be different. If the goals of the individual and the metasystem do not contradict each other, the individual's reaction is positive, and the tasks set by the metasystem are fulfilled.

If the goals of the individual and the metasystem coincide, the individual is an element that accelerates the achievement of the metasystem's goal; it actualizes the reinforcing feedback. Then, from the point of view of the metasystem, he is a constructive element. It ensures the integrity of the system, and thus its existence.

In the case when the goals of the individual and the metasystem are antagonistic, the individual «slows down» the fulfillment of the tasks set



for him by the metasytem. In this case, the individual contributes to the actualization of feedback that hinders development, and his or her activity is regarded by the metasytem as destructive.

In this sense, the nature of destructiveness is not unambiguously assessed as a negative phenomenon, since the fact of destructive behavior is not always based on aggression. Very often, destructive behavior is based on the processes of achieving different, possibly antagonistic goals.

For example, in his research, A. Maslow came to the conclusion that even a moderate degree of destructiveness and aggression that is characteristic of an individual is not at all a kind of innate, biologically determined human characteristic. Anthropological data provide good reason to believe that human cruelty, anger and aggression are secondary, reactive phenomena that are generated by the unmet basic needs [4, p. 112].

For example, the goals of the State Tax Service of Ukraine as a metasytem and the tasks set are not always clearly defined. Most often, they are associated with strengthening (or weakening) a particular group of universal values. That is why they are not perceived by the individual's consciousness, but are processed in his or her subconscious. In this case, it is the system of the individual's condensed experience that responds a priori to changes in the goals of the metasytem.

Thus, in the presence of a given dissonance between the individual's inner world (which can be represented by the system of condensed experience) and external actions, which are realized as tasks formed on the basis of the metasytem's goals and the values of society, achieving harmony between the individual and the outside world is impossible. The activities of a civil servant with such characteristics will not be effective.

Thus, the manifestation of constructive, destructive or neutral career potential of a civil servant in relation to the system in which he/she functions – to the State Tax Service of Ukraine and, ultimately, to society – is based primarily on the existing system of condensed experience of the individual, as well as on the presence of resonant external influence from society.

Therefore, the constructive, destructive and neutral career potential of the STS of Ukraine specialists are considered, first of all, as secondary, derivative phenomena, which are caused by the influence of society and

determined by the system of condensed experience, which is significantly present in the structure of the individual.

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Therefore, the constructive, destructive and neutral career potential of the STS of Ukraine specialists are considered, first of all, as secondary, derivative phenomena, which are caused by the influence of society and determined by the system of condensed experience, which is significantly present in the structure of the individual. Therefore, the regulation of the manifestations of a particular potential of a specialist of the STS of Ukraine is based on the objectively existing conformity of his goals and

values with the dominant values of society and the goals of the STS of Ukraine.

Conclusions. In the process of analyzing the activities of civil servants and the STS of Ukraine in terms of the conceptual framework, the following conclusions were made:

1. A civil servant working in the field of the STS of Ukraine an implement the goals set by the ruling political elite and is called upon to ensure the process of progressive development of society, protection of the rights and freedoms of citizens.

2. Successful functioning of the STS of Ukraine is determined by three aspects: a) ensuring the realization of the goals of society - social efficiency of activity; b) effective implementation of the goals and tasks of line subordination - classical efficiency of activity within the organization; c) coordination of the process of harmonization of the goals of society and the political elite - ensuring the effectiveness of interaction.

The application of the holism concept to the definition of the principles of civil servant's efficiency allowed us to determine the following:

3. A civil servant can be conditionally represented in the form of a wave function that includes its properties as a biological object and as a social subject.

4. The function of a civil servant is to relay managerial action from the political elite to members of society, as well as to transmit feedback. Management influence can be presented in the form of information and action algorithms.

5. The effectiveness of the functioning of a civil servant in the field of the State Tax Service of Ukraine is determined by the presence in his/her «individual spectrum» (a set of behavioral reactions arising from social interactions) of common components with the «spectra» of representatives of the political elite and citizens.

6. In the process of interaction with a social group, a civil servant should take into account the «dominant frequency» formed on the basis of the superposition of individual «wave characteristics» of individuals in the group.

7. The notion of society as a system of communication between individuals, and of an individual as a biological object and a social subject, makes it possible to determine the relativity of the characteristics

of interaction between an individual and the environment. The notion of relativity implies the presence of probability in the process of establishing interactions that maintain or reduce the level of integrity of the social system. An individual can be simultaneously in multiple communications with different social communities, so the characteristics of its influence on these social communities are relative values, comparable to the different goals and values of the given communities at the time of actualization.

8. The level of emergence in a social system is not constant and depends on both the closeness of ties between elements and the nature of these ties (solidarity, confrontation). The predominance of confrontation in the system leads to the formation of negative emergence, which is characterized by the absence of synergism and even the effect of additivity. For social systems, positive emergence (or a high level of emergence) is achieved when the following conditions are met: the existence of common goals of the subjects, common values, norms and rules of behavior, and joint action.

9. Characteristics of an individual's influence on the system integrity property in a situation of a significant choice are determined, first of all, by the unconscious component of its psyche, which should be taken into account in the process of selection and recruitment of civil servants.

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## **ПІДХОДИ ДО АНАЛІЗУ КАР'ЄРНОГО ПОТЕНЦІАЛУ ОСОБИСТОСТІ У СФЕРІ ДЕРЖАВНОЇ ПОДАТКОВОЇ СЛУЖБИ УКРАЇНИ**

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У статті науково обґрунтовано систему конденсованого досвіду С. Грофа в контексті пояснення сутності конструктивного, нейтрального або деструктивного кар'єрного потенціалу особистості у сфері Державної податкової служби України. Акцентовано увагу на важливості врахування цих показників при оцінюванні кандидатів на зайняття посад державної служби у сфері Державної податкової служби України.

Підтримується наукова теза С. Грофа про те, що у складній взаємодії з оточенням системи конденсованого досвіду вибірково впливають на сприйняття людиною самої себе і світу, а також на її відчуття, здатність формувати ідеї і навіть на багато соматичних процесів.

Стверджується, що особистість, як система мотиваційних відносин, значною мірою формується реакціями оточуючих на поведінку даного індивіда. Рівень емерджентності в соціальній системі – величина не постійна і залежить як від тісноти зв'язків між елементами, так і від характеру цих зв'язків (солідаризм, протистояння). Превалювання протистояння в системі приводить до формування негативної емерджентності, яка характеризується відсутністю ефекту синергізму і навіть ефекту адитивності. Для соціальних систем позитивна емерджентність (або високий рівень емерджентності) досягається при виконанні наступних умов: наявність єдиних цілей суб'єктів, єдиних цінностей, норм і правил поведінки, а також спільної дії.

Перспективу досліджень вбачаємо в розробці системи оцінювання кар'єрного потенціалу публічних службовців, зокрема і кандидатів на зайняття посад державної служби.

**Ключові слова:** державна служба, Державна податкова служба України, державні службовці, кар'єрний потенціал особистості.

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