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FACTORS OF INFLUENCE ON THE PROFESSIONAL DEVELOPMENT OF PUBLIC SERVICE IN UKRAINE

Abstract. The article reveals the influence of factors on the professional development of public service in Ukraine. The essential of the concept's of “factor” and “factors of professional development” is considered. It has been established that the factors of professional development of the public service should be understood internal and external reasons in relation to the public servant, which significantly affect the changes that occur in his professional activity. The classification of factors influencing development by various scientists is considered. It is established that the above approaches to determining the factors affecting the professional development of public service in Ukraine are mostly fragmentary. At the same time, it is well known that professional development occurs not only at the personal (individual) level, but also at the level of service in public au-

thorities and is related to all social and professional activity in the field of public administration. In the process of professional development of public servants, it should be taken into account that the public service system in Ukraine is open, with a fairly rapid internal movement of public servants. For employees, the risk of losing their working and, on the other hand, is more likely to advance in the service, has increased; therefore, the improvement of professional development is the most important mechanism for maintaining the position and ensures rapid career growth. It was found that the professional development of public service is influenced by many factors that we have divided into four groups (socio-economic, individual socio-psychological and motivational). Socio-economic factors affecting the professional development of public service in Ukraine can be considered unregulated, since they do not depend on the management process, but they stimulate the adoption of important managerial decisions. Other factors (individual, socio-psychological and motivational) can affect the professional development of public service in Ukraine in different ways. The influence of these factors should be taken into account in the process of managing the professional development of public servants in Ukraine.

Keywords: professional development, public service, public servants, factors of professional development, management of professional development.

ФАКТОРИ ВПЛИВУ НА ПРОФЕСІЙНИЙ РОЗВИТОК ПУБЛІЧНОЇ СЛУЖБИ В УКРАЇНІ

Анотація. Розкрито вплив чинників на професійний розвиток публічної служби в Україні. Розглянуто сутність понять “чинник” та “чинники професійного розвитку”. Встановлено, що під чинниками професійного розвитку публічної служби слід розуміти внутрішні та зовнішні причини стосовно публічного службовця, які істотно позначаються на змінах, що відбуваються у його професійній діяльності. Розглянуто класифікацію чинників, що впливають на професійний розвиток, різними науковцями. Встановлено, що наведені підходи до визначення чинників, що впливають на професійний розвиток публічної служби в Україні, є переважно фрагментарними. Водночас загальновідомо, що професійний розвиток відбувається не лише на особистісному (індивідуальному) рівні, а й на рівні служби в органах публічної влади та має відношення до всієї соціально-професійної діяльності у сфері державного управління. У процесі професійного розвитку публічних службовців варто брати до уваги те, що система публічної служби в Україні є відкритою, з доволі швидким внутрішнім рухом публічних службовців. Для службовців, з одного боку, на даний час посилюється ризик позбутися посади, а з іншого — швидше просунути на службі, тому покращення професійного розвитку виступає найважливішим механізмом збереження посади та забезпечує стрімке кар’єрне зростання. З’ясовано, що на професійний розвиток публічної служби впливає чимало чинників, які нами можна поділити на чотири групи (соціально-економічні, індивідуальні, соціально-психологічні та мотиваційні). Соціально-економічні чинники, які впливають на професій-

ний розвиток публічної служби в Україні можна вважати нерегульованими, оскільки не залежать від процесу управління, проте стимулюють прийняття важливих управлінських рішень. Решта чинників (індивідуальні, соціально-психологічні та мотиваційні) можуть по-різному позначатися на професійному розвитку публічної служби в Україні. Вплив означених чинників потрібно брати до уваги в процесі управління професійним розвитком публічних службовців в Україні.

Ключові слова: професійний розвиток, публічна служба, публічні службовці, чинники професійного розвитку, управління професійним розвитком.

ФАКТОРЫ ВЛИЯНИЯ НА ПРОФЕССИОНАЛЬНОЕ РАЗВИТИЕ ПУБЛИЧНОЙ СЛУЖБЫ В УКРАИНЕ

Аннотация. Раскрыто влияние факторов на профессиональное развитие публичной службы в Украине. Рассмотрены сущность понятий “фактор” и “факторы профессионального развития”. Установлено, что под факторами профессионального развития публичной службы следует понимать внутренние и внешние причины относительно публичного служащего, которые существенно сказываются на изменениях, происходящих в его профессиональной деятельности. Рассмотрена классификация факторов, влияющих на развитие, различными учеными. Установлено, что приведенные подходы к определению факторов, влияющих на профессиональное развитие публичной службы в Украине, есть преимущественно фрагментарными. В то же время общеизвестно, что профессиональное развитие происходит не только на личностном (индивидуальном) уровне, но и на уровне службы в органах публичной власти и имеет отношение ко всей социально-профессиональной деятельности в сфере государственного управления. В процессе профессионального развития публичных служащих следует принимать во внимание то, что система публичной службы в Украине является открытой, с довольно быстрым внутренним движением публичных служащих. Для служащих, с одной стороны, в настоящее время усилился риск лишиться должности, а с другой — скорее продвинуться по службе, поэтому улучшение профессионального развития выступает важнейшим механизмом сохранения должности и обеспечивает стремительный карьерный рост. Выяснено, что на профессиональное развитие публичной службы влияет множество факторов, которые можно разделить на четыре группы (социально-экономические, индивидуальные, социально-психологические и мотивационные). Социально-экономические факторы, влияющие на профессиональное развитие публичной службы в Украине, можно считать нерегулируемыми, поскольку не зависят от процесса управления, однако стимулируют принятие важных управленческих решений. Остальные факторы (индивидуальные, социально-психологические и мотивационные) могут по-разному сказываться на профессиональном развитии публичной службы в Украине. Влияние данных факторов нужно принимать во внимание в процессе управления профессиональным развитием публичных служащих в Украине.

Ключевые слова: развитие, публичная служба, публичные служащие, факторы профессионального развития, управление профессиональным развитием.

Statement of the problem. First of all, professional development is the coordination of personal interests of employees with the interests of public service. In addition, professional development is a kind of mechanism that is designed to protect against illegal actions of the head, as well as to ensure efficiency. In turn, the effectiveness of work depends mainly on the quality of professional selection, the functions of the professional sphere, where the public servant will use and deepen existing knowledge and skills. There are many factors that affect the professional development of public servants. In order to reduce the adverse effects of these factors, the state is obliged to assist the public servant in solving various problems: to create favorable working conditions, to provide premises with good lighting and heating; transport, communication, as well as to provide automation of work, etc.

Analysis of the recent research and publications. Currently, there are many studies on the professional development of public servants, but the study of the influence of factors on the professional development of public service has studied by such scientists as I. Bushuyeva, Z. Isayev, L. Karamushka, L. Myronova, M. Novykova, O. Okis, D. Super, G. Tregubenko, I. Shpektorenko and others.

The purpose of the article to reveal the influence of factors on the professional development of public service in Ukraine.

The main material. First of all, we will reveal the essential of the concepts' "factor" and "factors of professional development" in order to clearly define this issue.

So, the factor is a concept's derived from the concept's of "do", "act", "perform a certain act, action", "what does, exerts influence, acts". Among the synonyms of this concept's is the term "factor", which comes from the Latin word "facere" ("act", "produce", "multiply"). Note that in technology, the concept's of "factor" is understood as a source of influence on the process, phenomenon, system. A factor in the general scientific sense is a variable that is assumed to affect the results of an experiment. It is pertinent to point out that in economics and technology a statistical method of analysis of the influence of individual factors on the performance indicator, called factor analysis, is used. Inaccuracy and bias in performing such an analysis can lead to ineffective decisions and, ultimately, to negative economic consequences. When examining any processes in the field of public administration, it is also necessary to outline the factors that affect their course and content [1, c. 155].

Professional development is a long process aimed at preserving, improving and using personal and professional qualities. The content of the process of professional development of personnel is the coordination of goals and objectives of the organization with current

and future professional qualification requirements for employees. The main resource in the civil service is a person with his intellectual and physical abilities, that is ability to work. Professional development is a process of inclusion and activation of employees to perform new production functions [2, c. 35].

Professional development of personnel is a set of organizational and economic measures of the personnel management service of the organization in the field of personnel training, retraining and advanced training. These activity include issues of professional adaptation, evaluation of candidates for vacant positions, current evaluation of personnel, business career planning and career development, work with the personnel reserve, inventive and innovative work in the organization. The implementation of staff development activity involves certain costs, but experience shows that this contributes to a progressive transformation in the organization [3].

Thus, based on the above, we can conclude that the factors of professional development of public service should be understood as internal and external reasons in relation to the civil servant, which significantly affect the changes that occur in his professional activity.

The practical activity of a public servant is determined by his personal characteristics, but at the same time, depends on the professional environment. Therefore, the factors influencing professional development are divided into objective, subjective and subjective objective. Objective factors reflect social relations, moral and psychological climate, the level of development of society as a whole and are

associated with the system of professional activity, as well as with the actions of the individual aimed at achieving high results. Subjective factors are related to the individual prerequisites for the success of professional activity and include the value orientations of the public servant, his motives, orientation, interests, etc. This is, first of all, the content invested by the subject in professional activity, deeds and actions, as well as the subject's knowledge of the means, methods, conditions for achieving the goals. Their manifestation is explained by subjective factors that contribute to the growth of professionalism. Subjective-objective factors related to the organization of the professional environment, the professionalism of managers, as well as the quality of management [4, c. 172].

The professional development of public servants is influenced by various factors. Objective factors include the need for professionals and the prestige of the civil service, as well as the ability to solve modern public administration problems at the professional level. In turn, the subjective factors are the motivation of personal and value orientations [5, c. 200].

D. Super's approach is interesting, which identifies three groups of factors that determine the process of professional development: psychological (intelligence and special abilities of the individual, interests, values and needs), economic and social (economic status, technological change, labor market situation), social (socio-economic status, level of education, marital status, gender, age). According to the scientist, social and psychological factors are crucial for successful professional

development, as high socio-economic status, intellectual abilities allow an individual to get a good education. Educated people use the available resources and opportunities effectively and will be more stable in their professional development. It is difficult to disagree with this statement of the author [6].

At the same time, there are such factors that affect professional development as general (non-official, non-professional) and special (official, professional). In our opinion, such a division is mainly conditional, as general factors contribute to the formation of the basic qualities of the employee related to his work, and, conversely, service activity largely determine the behavior of the individual outside of work [4, c. 174].

Isaev Z. V. along with socio-psychological and personal factors also identifies social, which includes:

- the need to take into account trends in personnel policy;
- the need to improve the assessment of human resources of the public service;
- implementation of socially significant programs;
- development and implementation of a mechanism of interaction between public authorities and society in choosing the priorities of professional development [7, c. 15–21].

In our opinion, the above approaches to determining the factors that affect the professional development of public service in Ukraine are mostly fragmentary. At the same time, it is well known that professional development takes place not only at the personal (individual) level, but also at the level of service in public authorities and is relevant to all socio-professional activity in the field of

public administration. Thus, based on the above, it can be concluded that the factors influencing the professional development of civil servants in Ukraine can be divided into four groups.

Thus, socio-economic factors that affect the professional development of public service in Ukraine can be considered unregulated, as they do not depend on the management process, but stimulate the adoption of important management decisions. The influence of these factors should be taken into account in the process of developing and implementing a strategy for professional development of public servants in Ukraine.

Other factors (individual, socio-psychological and motivational) can affect the professional development of public service in Ukraine in different ways. Thus, individual factors are subject to partial regulation. In particular, it is possible and necessary to regulate the level of qualification of public servants, their value system, etc. Socio-psychological and motivational factors can also be considered regulated, but mostly the accounting and change of these factors affect the effectiveness and quality of management of professional development of public service in Ukraine.

Motivational factors ensure the effective operation of the public service in Ukraine. Since needs determine the motives of behavior and activity of employees, the degree of their satisfaction should be considered as a driving force of professional development of public servants. The degree of satisfaction of the needs of public servants directly determines how well they can develop professionally in the public service. The higher the degree of satisfaction of

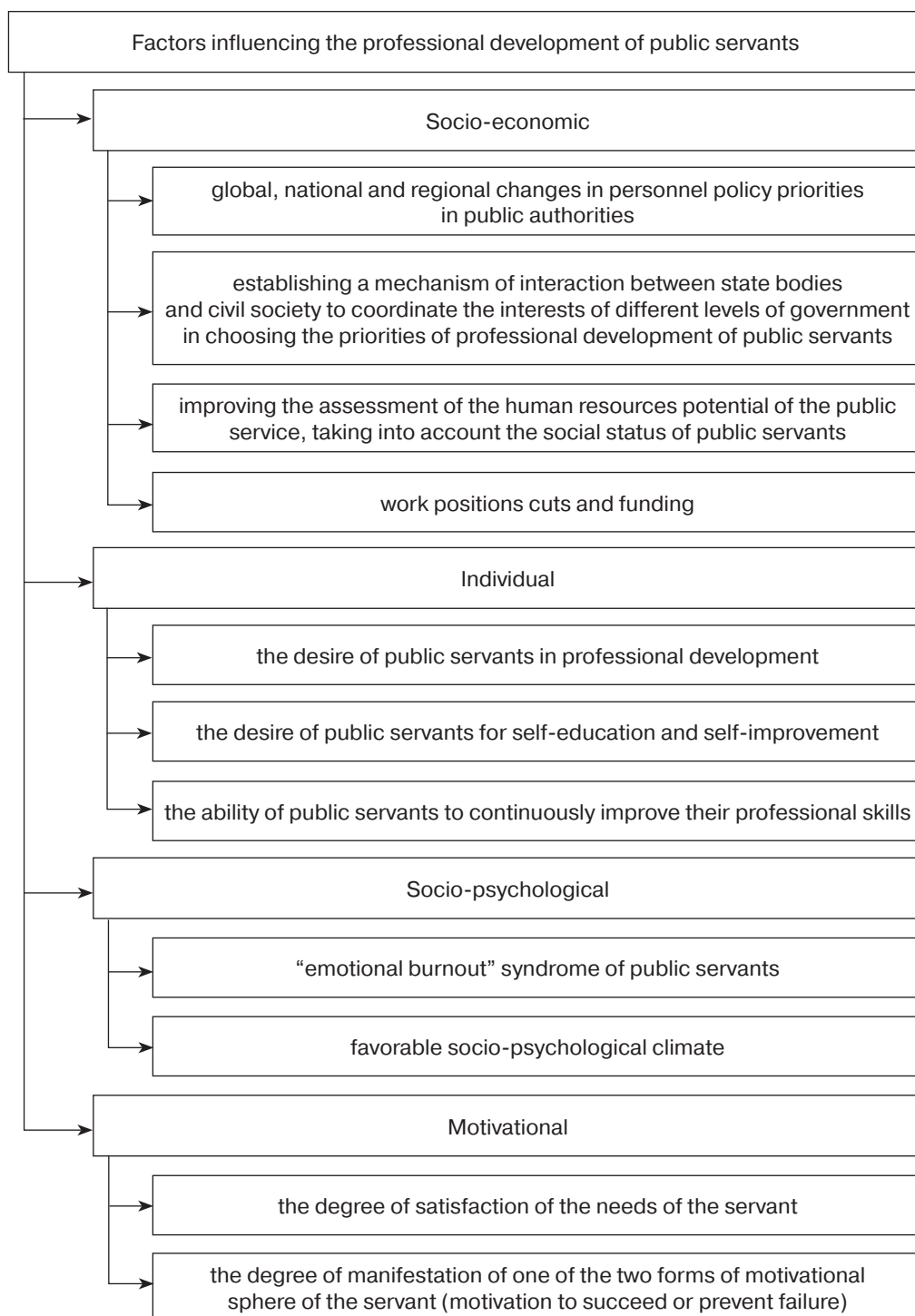


Fig. 1. Factors influencing the professional development of civil servants in Ukraine *

* compiled by the author

needs, the easier it is for public servants to develop their knowledge, skills and abilities [8, p. 49–51].

The subgroup of motivational factors also includes the degree of manifestation of one of the two forms of motivational sphere of public servants (motivation to succeed or prevent failure). Motivation to succeed is the desire of public servants to achieve goals in various activity. At the same time, public servants take full responsibility for the results of their activity. Whereas the motivation to avoid failure is characterized by a relatively strong desire of public servants to avoid failures in life situations, which depend on the assessment of other employees of their activity and on interpersonal interaction in the team [9, p. 94-96].

The predominance of a certain form of motivational sphere of public servants can be considered the main factor that affects their professional development. It is worth noting that in order to form and support professional development, it is necessary to guide public servants to achieve success. Undoubtedly, the activity of public servants can significantly increase the level of efficiency of public service in Ukraine as a whole.

Conclusions. Thus, today the biggest problem in the implementation of state personnel policy is the issue of professional development of public servants, their promotion and improving the quality and efficiency of their activity. This is due to the following factors: the presence of crisis phenomena in the economy in the country, chaos in management processes, a sharp decline in executive discipline in the public service, and so on. In the process of professional development of civil servants,

it should be taken into account that the system of public service in Ukraine is open, with a fairly rapid internal movement of civil servants. Public servants are currently at increased risk of losing their working and, on the other hand, moving up faster, so improving professional development is the most important mechanism for maintaining a work and providing rapid career growth. Thus, the professional development of public service is influenced by many factors, which we have divided into four groups (socio-economic, individual, socio-psychological and motivational). The influence of these factors should be taken into account in the process of managing the professional development of public servants in Ukraine.

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