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## **THEORETICAL APPROACHES TO THE IMPORTANCE OF HUMANIZATION OF GOVERNMENT MANAGEMENT IN FOREIGN AND WHITE LITERATURE**

*The article examines theoretical approaches to defining the humanization of public administration in both foreign and domestic literature. It highlights that humanization of public administration is a complex system regulating social relations through all types of state activities. Continuous reform of this system has become a key resource for societal progress.*

*The study notes important topics such as the organization of national unity, the people as a historical community, mutual respect among individuals, the formation of a new concept of public administration, and the role of public institutions in delivering administrative services. These issues are discussed in the works of well-known foreign researchers like O. Glynsky, E. Vokopola, B. Gurne, D. Martin, G. Wright, D. Rou, and D. Soulier.*

*It is proven that the successful implementation of a state development strategy requires a public administration system capable of quickly and effectively responding to global social changes. This system must reshape the content of administrative services to meet the evolving needs of citizens. In other words, it must become more human-centered.*

*Achieving this goal requires adapting the structures, workflows, and operational tasks of public administration to new mechanisms of change. Since the late 20th century, these changes have particularly affected the sphere of administrative services. These services help ensure the stability of public administration relations.*

*Global experience shows that different countries use varied approaches and forms to humanize public administration. These differences depend on the nature of public administration relations and the concentration of administrative powers, either in executive authorities or local self-*

*government bodies. This distinction shapes the specific features of public administration services offered by authorities.*

*The concept of administrative services is fundamental in the organizational activities of various government bodies. Services are seen as activities aimed at satisfying specific interests and needs, while administrative refers to management functions. Management involves the systematic and purposeful influence of people on social systems or their parts, using knowledge of inherent laws to achieve set goals.*

*This understanding highlights the primary purpose of humanizing public administration: to ensure the functioning and development of society. In this process, every citizen is recognized as the highest value.*

**Keywords:** *humanization of public administration, decentralization, deconcentration, administrative services, local self-government, modernization, powers, public authorities.*

## ТЕОРЕТИЧНІ ПІДХОДИ ДО ВИЗНАЧЕННЯ ГУМАНІЗАЦІЇ ДЕРЖАВНОГО УПРАВЛІННЯ У ЗАРУБІЖНІЙ ТА ВІТЧИЗНЯНІЙ ЛІТЕРАТУРІ

*У статті проаналізовано теоретичні підходи до визначення гуманізації державного управління у зарубіжній та вітчизняній літературі. Зазначено, що гуманізація державного управління, як сукупності усіх видів діяльності держави, являє собою складну систему з регулювання суспільних відносин, а його перманентне реформування стало одним з основних ресурсів прогресу суспільства. З'ясовано, що проблемам організації єдності нації, народу як історичної спільності, поваги однієї людини до іншої, формування нової концепції державного управління, ролі державних установ у наданні управлінських послуг тощо присвячені роботи відомих зарубіжних дослідників таких як О.Глинський, Е.Вокопола, Б.Гурне, Д.Маррін, Г.Райт, Д.Ру, Д.Сулєс та інші. Доведено, що реалізація стратегії розвитку держави можлива за умови спроможності системи державного управління швидко та ефективно реагувати на зміни у суспільстві на глобальному рівні, переформовувати зміст*

*державно-управлінських послуг у залежності від потреб громадян, тобто гуманізувати його. Це в свою чергу вимагає пристосування структур, роботи та оперативних завдань до механізмів цих змін, до яких від кінця минулого століття належить і сфера управлінських послуг, що здатна забезпечити стійкість системи державно-управлінських відносин. Світовий досвід формування механізмів гуманізації державного управління з боку органів влади вказує на наявність різних підходів та форм в організації такого роду діяльності, що може залежати від сутності державно-управлінських відносин в цілому та зосередженості на їх боці певних учасників владно – розпорядчих повноважень. Цим визначаються особливості державно-управлінських послуг, що їх мають забезпечувати органи влади: виконавчої чи місцевого самоврядування. Поняття надання управлінських послуг визначається як*

*базове у певній частині змісту організаційної діяльності різних органів влади: послуги – діяльність, спрямована на задоволення певних інтересів та потреб; управлінські – похідне від управління. Слова управління, управляти, є базовими для поняття управлінські, як систематично здійснюваний цілеспрямований вплив людей на суспільну систему в цілому чи на її окремі ланки за допомогою пізнання й використання властивих систем і об'єктивних закономірностей для досягнення поставленої мети. Цим підкреслюється найголовніше призначення гуманізації державного управління – забезпечення функціонування та розвитку суспільства, для якого кожен громадянин є найвищою цінністю.*

**Ключові слова:** *гуманізація державного управління, децентралізація, деконцентрація, адміністративні послуги, місцеве самоврядування, модернізація, повноваження, органи державної влади.*

**Problem statement.** The new stage of Ukrainian statehood is characterized by high dynamism and increased political and public activity. A key objective for the humanization of public administration at this stage should be achieving rapid economic growth, strengthening the positive social effects of this growth, and significantly improving the living standards of the country's citizens.

The successful resolution of these critical challenges largely depends on political and administrative factors. In the context of political reform in Ukraine, the activities of state administrative bodies and local self-government institutions should focus on consolidating society, harmonizing public interests, and preventing confrontation. It is essential to revisit issues of transparency and openness in the operations of state authorities and to develop political and legal mechanisms that ensure a qualitatively new level of state responsibility towards citizens in implementing state policy and addressing their needs and interests.

The humanization of public administration, understood as the entirety of all types of state activity, represents a complex system for regulating social relations. Its continuous reform has become one of the main drivers of societal progress. Social changes in the second half of the twentieth century in many countries aimed to increase the social effectiveness of public administration. The relationship between the state and citizens has gained particular importance, emphasizing that “it is not citizens who serve the state, but the state that serves society” [1].

**Analysis of recent research and publications.** During the long period of development of the domestic theory of public administration, scientists have developed many concepts regarding increasing its efficiency, social orientation by improving management methods, rational use of each of them separately or in an organic combination. Such studies necessarily addressed the problem of humanizing public administration, highlighted its individual aspects, and actualized the need to create a conceptual model of the development of this process in Ukraine. Significant achievements in this direction are the works of such researchers as G. Atamanchuk, A. Bandurka, R. Voytovych, V. Golub, N. Hrytsiak, V. Knyazev, O. Obolensky, S. Seryogin and others. Individual components of the humanization of public

administration were highlighted in the works of V. Bakumenko, V. Vorotin, Yu. Kovbasyuk, M. Kravchenko, I. Nadolny, I. Rozputenko, P. Sytnik, V. Skurativsky, S. Semin, V. Troshchynsky. However, the attention in these studies is mainly focused on the analysis of innovations in the field of management technologies in the context of social modernization of Ukrainian society. The issues of systematic research of the connection between modernization processes and the humanization of public administration remain, in essence, unresolved and require further comprehensive development.

**The purpose of this study** is to analyze theoretical approaches to defining the humanization of public administration in foreign and domestic literature.

**Presentation of the main material.** The problem of the strategy of humanizing public administration is recognized by the Ukrainian authorities as the main issue of state formation at the present stage. Thus, starting from 2006, the Address of the President of Ukraine to the Verkhovna Rada of Ukraine notes that in order to implement a new strategy of state formation and development of society, it is necessary to introduce new organizational forms and standards of public administration, to improve the mechanism of legal protection of citizens in relations with authorities [2].

Analysis of sources devoted to humanization and the main directions of public administration [3, 4] indicates a corresponding reorganization of the public administration system, namely: increasing the requirements for the political elite and state authorities to build a state in which a working person will truly become the master of his fate and his country, will be able to exist with dignity, and comprehensively develop his creative, professional, and cultural potential. Today, these concepts are not only the subject of research, but are enshrined at the legislative level of different countries of the world [5]. The concept of «humanization of public administration» is quite meaningful, namely, in our opinion, it is a purposeful reorientation of the activities of administrative structures and entities to directly meet the vital needs of members of society, creating conditions for their full self-realization.

The problems of organizing the unity of the nation, the people as a historical community, respect for one person for another, the formation of a new concept of public administration, the role of public institutions in the provision of administrative services, etc. are the subject of works by well-known foreign researchers. Thus, the analysis of the essence and application of the concepts of humanization, public administration, and administrative service were paid attention to by O. Hlynsky, E. Vokopola, B. Gurne, D. Martin, G. Wright, D. Roux, D. Soulier and others [6, 7]. Ensuring long-term measures to improve and modernize public administration in Austria, Denmark, New Zealand, Sweden were studied by G. Schwartz, R. Kaplan, J. Henry. German scientists V. Kilman, F. Schinder, M. Wind worked on developing a mechanism for increasing the efficiency of humanizing public administration [8]. In their opinion, a pragmatic approach to management, close to economic management. This means that there should be a process of transformation of civil service organizations in the structure that provide management services. It is, first of all, about changing the norms, values, views and behavior of managers and only after that about introducing new organizational structures, methods and management tools. These tools and methods, as scientists have noted, become effective only when they are used in the spirit of a new management philosophy. T. Potkansky, G. Truen [9] and others worked on the standardization of management services and optimization of the mechanisms for their provision.

In most countries of Central Europe, as well as in many Eastern countries, which sought to free themselves from the parasitic apparatus of power, radical reforms of public administration have been implemented. The general goal of such reforms is to create an effective system of humanizing public administration, which encourages the authorities to introduce the principle of the rule of law, the priority of human rights and freedoms, ensuring the needs of citizens and creating conditions for the state to conduct an effective socio-humanitarian policy.

Deep transformations in the activities of public administration in the countries of Western and Northern Europe began at the end of the last century. Their goal was the reform of the public sector in Great Britain, democratization in Spain,

debureaucratization in Germany, decentralization in France, the essence of which was reduced to a new humanistic vision of the role of government, which was the basis for preparing for accession to the European Community. Therefore, the vision and new approaches to the tasks of government and public service changed, from protecting law and order to serving society [10].

The priority areas of governments and administrations at all levels in the course of state reform were strengthening local democracy, increasing the transparency of administrations and bringing state bodies closer to society [11]. Researchers of the problems of humanizing public administration note such trends in many countries of the world. Analysis of sources shows that changes in public administration in the USA were caused by public dissatisfaction with the level of efficiency of public administration, which resulted in the so-called hunger riots in the late 70s. As a result, the authorities in this country were forced to fill managerial activities with new content in the context of solving urgent problems [12].

The way for state authorities to approach the creation of mechanisms to ensure the openness of administrative activities and consultation with the public is considered in their works by Polish researchers V. Vankowicz, T. Potkansky, B. Turowski. They focus their attention on the problems of implementing a comprehensive program of decentralization and deconcentration of powers, functions and resources of executive authorities and local self-government bodies. Thus, according to V. Vankowicz, the system of determining standards for improving the quality of administrative services provided to individuals and legal entities requires fundamental changes in the mechanisms of humanizing public administration and making political decisions, programming and budget formation, and analyzing public administration management systems [9].

Ukrainian scientists have prepared and published a number of scientific works that provide an opportunity to more deeply understand the essence of the humanization of public administration. These include the works of V. Skuratovskyi “Features of state policy regarding the formation of values in the socio-humanitarian sphere of Ukrainian society”, V. Troshchynskyi “State personnel policy in the socio-

humanitarian dimension”, P. Sytnik “Principles of organizing public life that determine its humanization”, I. Rozputenko “Economic efficiency of improving the qualifications of civil servants in the context of economic strategy”, O. Ignatenko “Organizational aspects of the development of local self-government”, G. Pocheptsov “Information strategy in modern political science” [13, 14, 15, 16, 17 ] and others.

The implementation of the state development strategy is possible provided that the public administration system is able to quickly and effectively respond to changes in society at the global level, to reshape the content of public administration services depending on the needs of citizens, that is, to humanize it. This, in turn, requires the adaptation of structures, work and operational tasks to the mechanisms of these changes, which since the end of the last century has included the sphere of administrative services, which is capable of ensuring the stability of the system of public administration relations.

For the first time in Ukraine, the study “Administrative Reform for Humanity” by I. Koliushka, V. Averyanov, I. Holosnichenko, and others is devoted to determining the role and significance of managerial and administrative services at the theoretical level. They consider one of the options that managerial and administrative services are the administrative activities of authorized bodies (executive bodies and local self-government bodies) provided for by law, carried out at the initiative of individuals and legal entities and aimed at realizing their rights, freedoms, and legitimate interests [1].

A group of Western Ukrainian researchers also uses various terms in their works from the sphere of services provided by government bodies. For example, A. Chemerys, M. Lesechko, A. Kalyaev and others believe that administrative services are services provided by state executive bodies [18]. O. Lazor, P. Shevchuk, A. Serant define public services as services (municipal) provided by local government bodies to the territorial community and citizens in order to meet their needs [19]. G. Sokolova, studying the main tasks of local government, considers them to be the provision of both public, managerial and administrative services and

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draws attention to the problem of the lack of definition of the concepts of these services in legislative acts [20].

Apart from research on the provision of administrative services by public administration bodies, only a small number of scientific works focus on analyzing the quality of administrative services provided by public authorities and the reasons for their inefficiency in general.

T. Motrenko characterizes the low quality of administrative services provision due to the lack of a planning system that provided for specific indicators of performance and efficiency of administrative activities. The second systemic problem, the researcher considers, is the low institutional capacity of the civil service, which is caused by the lack of clear internal standards and work procedures, lack of knowledge and skills in strategic planning and change management, which depends on the legislative regulation of administrative procedures taking into account the order and regulation of the provision of public services, and the introduction of a clear mechanism of accountability of civil servants [21].

Thus, the analysis shows that the powers of state authorities in the field of administrative activity are not always clear and accessible to society, primarily due to the absence of the concept of authority in the series of administrative services. The search for ways to solve this problem remains relevant and is therefore the subject of attention of scientists. They propose, based on the presence of their own or delegated powers fixed in legislative acts, to consider executive authorities and local self-government bodies as subjects of administrative services [22].

An important task of humanizing public administration at the new stage of state formation is the formation of a new concept of public administration, which would organically combine the objective and subjective in the life of society, put the person, his interests and needs at the center. According to M. Semenenko, it is modern social humanism that should be based, first of all, on the modern scientific picture of the world, universal moral values and recognition of the person, the individual as the highest value [23].

According to Ya. Hontyazha and N. Hnydyuk, the humanization of public administration is a process of social changes that occur in the sphere of activity of state institutions. It is worth paying attention to the fact that two types of such changes are distinguished: systemic and modernization.

Systemic changes are the restructuring of the basic relations between the state administration, communities, legal entities and ordinary citizens. The goal is to establish a new mechanism of responsibility and the procedure for developing government policy (for example: decentralization, devolution). The scope of systemic changes also includes such actions that significantly change the principle of the activities of executive bodies, namely:

- a new distribution of powers between individual levels of state administration;
- the introduction of the principle of election of executive bodies by local and regional communities at all levels; the separation of territorial self-government bodies as independent subjects of state administration and granting them broad powers;
- introduction of procedures aimed at increasing the transparency of decision-making processes and the openness of the functioning of administrative bodies (system of public orders, freedom of access to public information);
- creation of an independent, politically neutral, impartial, professional civil service;
- refusal to perform certain tasks and transfer them to the private sector (devolution).

Modernization is the introduction of new technologies and organizational mechanisms. The goal is to increase the efficiency and effectiveness of the provision of public services. However, modernization measures serve to increase the efficiency of public administration, improve labor organization, reduce costs and increase the level of productivity of employees. Particular attention should be paid to such actions as:

- introduction of new technologies for humanizing public administration;

- computerization and use of new communication technologies for exchanging information with both state institutions and citizens;
- improving the qualification level of personnel, introducing new work methods [24].

If we look through the prism of the differences in the above types of changes at how Ukrainian politicians, analysts and civil servants understand the reform of humanization of public administration, we see that a corresponding trend is being observed. In most cases, the main goals of the reform are formulated in the format of systemic changes, with the key principle in this direction of changes being the idea of the executive branch serving the citizen and society. The more the individuals expressing their vision of the reform are connected (or were connected) with work in public administration, the more the center of gravity shifts towards its presentation in the categories of modernization, the emphasis is placed on the clarity of decision-making.

**Conclusions.** A review of domestic scientific literature on the problems of humanizing public administration and the essence of administrative services as an important factor and indicator of humanizing public administration makes it possible to draw the following conclusions: one of the significant obstacles to reforming the public administration system towards its humanization is the imbalance in the relationship between citizens and executive authorities, which society inherited from the era of totalitarianism and is primarily due to the low level of executive discipline of civil servants in implementing decisions of public authorities, which is a consequence of the ineffectiveness of the accountability system and general control over the work of the administrative mechanism and the lack of proper development of the system and procedures for providing administrative services.

Summarizing the above, it can be noted that the need for humanization of public administration is due to the needs to implement the constitutional principles of Ukraine, which would allow creating a society of general welfare, ensuring the free development of each citizen, integrating into the system of universal human values,

etc. [25]. To do this, we will consider the regulatory framework for the humanization of public administration and determine the essence and directions.

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