

**MODERNIZATION OF CIVIL SOCIETY AND SOCIAL PARTNERSHIP  
ACHIEVED AS A RESULT OF PUBLIC POLICY: AN OPPORTUNITY FOR  
MARKET ECONOMY'S GROWTH**

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**Introduction.** The article briefly attempts to consider public policy as a means for the transformation of traditional-hierarchical social partnership, which is possible if the public becomes more aware of their rights, and in public life, civil society is formed in different interest groups. Civil society creates an opportunity for the transformation of the old work environment, as a result of which modern models become vital, which contributes to the valorization of the identity of interest groups in the market economy and the prevention of possible abuses. In particular, the use of new technologies in the work environment increases the level of education and the public becomes more self-sufficient.

Our study refers to a number of models of public-state relations and gives preference to the cooperative model, which is considered the best for effective dialogue between the state and civil society. The circulating liberal model contains the danger of chaotic situations, it is unacceptable to minimize the role of the state, and the control model is a direct path to totalitarian or authoritarian management systems. Considering the existing civil society as a guarantee for efficient social partnership, we believe that in order to overcome the institutional, substantive crisis, self-sufficient and educated work collectives can create real opportunities to curb abuses and create an effective working environment.

**Methodology.** A number of scientific materials were studied during the work. A comparative method applied, commonalities were pointed out between the formation of civil society and the increase of resource-creating capacities of social partnership, as a result of which the efficiency of public administration was also increased. Using the systemic method, the problem was considered as an interconnected set of a number of elements and the idea of the need for institutional and general solutions was put forward as a result of functional-analytical works.

**Literature review.** Transformations in public policy are due to the fact that it does not matter what kind of intervention a person lives in. [Ebzeev, 2017, 7]. Sociologist Manuel Castel believes that in the modern world, traditional social hierarchical models are disintegrating [Castells, 2010, 494]. Cooperation between the state and civil society replaces the classical models of public administration [Sekirina, 2018, 2-3]. Juan J. Linz and

Alfred Stefani believe that civil society can include all social strata [Linz et al., 2011]. Civil society is an association of non-political elements and individuals who have private goals and interests [Mamut, 2002, 94]. Baranov and Polyanskaya assign key importance to trade unions in social partnership [Baranov et al., 2017, 4].

***Scientific novelty.***

- Due to the public policy, the traditional-hierarchical social partnership model inherited from the USSR should be transformed into an equal partnership model.
- To achieve the transformation of social partnership through the civil society, to appropriately consider the cooperative model in RA.

***Analysis.*** At the core of public policy is man. In general, a person is created to be a part of the public environment, and it does not matter to him what kind of world he lives in [Ebzeev, 2017, 7]. One of the problems of the effectiveness of public policy or public administration is the ineffectiveness of the policy, as well as the inability to make and implement decisions in the management system, the insufficient level of service provision. Emphasizing the human factor in the effectiveness of public policy, at the same time, we think that sometimes the effectiveness of management is related to the need to use coercive policies, because laziness in human nature and a negative attitude towards one's own work can have a significant impact, and it is necessary to force, control, direct, so that it is possible to achieve the goals of public administration. For example F. Herzberg argued that in order to understand the nature of management, one must follow the motivations of people's behavior [Killen, 1981, 93].

Herzberg's approach is acceptable in itself, because the development of the working environment stems from the level of interdependence between the person and the work. Noting the changes made in the philosophy of management, sociologist Manuel Castell finds that in the modern world, hierarchical, traditional social models are disintegrating [Castells, 2010, 494]. In the new post-industrial reality, new societies using information technologies intensively are forming. Digital technologies, social networks all over the world stimulate globalization processes, which makes the gap between the public and traditional management models inevitable. According to the Russian researcher E. Sekirina, the open government model, where the state and civil society cooperate, is coming to replace the classical models of public administration [Sekirina, 2018, 2-3].

In political perceptions, the concepts of "civil society" and "state" were identified for a long time, and only T. Hobbes and J. In Locke's works, "civil society" is presented to reflect the historical development of human society and shows the fairness of individual freedom [Rastimeshina et al., 2012, 2]. Civil society can include various social movements (women's groups, religious groups, organizations of intellectuals, etc.). Juan J. Linz and Alfred Stefani consider that civil society can include all social strata, from trade unions to business groups, journalists or lawyers [Linz et al., 2011, 26]. In another work,

Alfred Stefani believes that civil society is the domain of public life that lies between state institutions on the one hand and families on the other, members of civil society voluntarily associate with others to engage in the full variety of public activities, and civil society is relatively independent from the state [Stefani, 2011, 38]. L. S. Mamut believes that civil society is an association of non-political elements and individuals who have private goals and interests [Mamut, 2002, 94]. The existence of unavoidable private interests makes it worthwhile to develop approaches comparable to the interests of the state, so that it is possible to transform painful conflicts into a cooperative environment, ensuring pluralism and reconciliation of interests. During the ongoing relations between non-governmental organizations and the state, there are controlling, liberal, and sometimes conflicting ones. and factorial models [Hovhannisyan, 2017, 6].

We think that factor models can be more beneficial for states, thanks to which public policy can be more effective. The first model predicts total control of the state over public life, where pluralism is excluded, civil and political life is under the hierarchical influence of the state. It can be a dangerous extreme to completely pay tribute to the liberal model. The liberal model, paying tribute to the idea of absolute freedom, weakens or nullifies the state's presence in public life, ensuring both the constant danger of creating conflicting phenomena and the emergence of chaotic events. Dialogue, cooperation and mutual control between the state and CSOs are characteristic of the cooperative model, which is considered preferable. In the case of this model, the civil society is free to act both as a critic and as a collaborator. For the implementation of effective public policy in RA, we think that the critical-participatory model is desirable, where illogical aspirations are counterbalanced and restrained, and the mechanism of public pressure works effectively, on the other hand, representation and participation of the state is guaranteed. In our opinion, the civil society in RA should be anchored in an environment where it will have legal levers to establish control over the state apparatus and tools to update the political system. However, one should not be carried away by such illusions that the civil society can replace the political system, in the best case, the civil society can feed the political system, if professional personnel potential has been formed there. In the analysis of the role of the state, A. Solovyov's claim, according to which one of the ways of interaction between the state and civil society can be the construction of partnership relations, where the state should encourage the manifestation of civil activism, while maintaining a distance to maintain relations with civil society [Solov'ev, 1996, 6].

Social partnership is one of the important spheres of civil society, where relations are built for the choice of capital management methods, and the state is involved here as one of the parties in the formation of relations, aiming to ensure fair redistributions. Therefore, public policy can be qualitatively transformed when the stakeholders of social partnership cooperate more effectively, which will create a qualitatively new culture of coo-

peration in public life, modernizing the inefficient formats of existing relations between the state, employers and labor collectives.

**Conclusions.** Social partnership in traditional forms had hierarchical models, where the advantages of the state or employers over labor collectives were emphasized. As a proof of what was said, we consider Y. Kornai's opinion, that the "paternalistic" model of social partnership was implemented in the USSR. The central government assumed responsibility for the economic and social situation and at the same time pretended to use its tools that seemed appropriate for the given situation [Kornai, 1990, 588]. With another approach, which was put forward in the 50s of the 20th century, in particular, H. Brown placed the social responsibility on businessmen, who had to align their strategic plans as much as possible and at their own discretion with the goals of society and the professed value system approaches. Both of these approaches show that in the past we were dealing with programmed management models, where the so-called public policy was theoretically and practically absent. According to Russian researcher A. Yatsenko, social partnership should theoretically be structured in such a way that it can solve a large number of problems, involve a large number of participants who ensure the stability of current relations, act according to the logic derived from laws and be based on the interests of employers and employees. [Yatsenko, 2018, 2]. Baranov and Polyanskaya assigned central importance to trade unions in social partnership, emphasizing their level of institutionalization, number, quality, concluded agreements, etc. [Baranov et al., 2017, 4]. Observing the approaches of different authors, we may conclude that the formation of civil society institutions within social partnership, particularly the strengthening of trade unions, will promote the opportunities of social and economic development of RA, forming self-sufficient labor collectives, which will be intolerant of irresponsible decisions of the state and owner-businessmen.

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**Modernization of civil society and social partnership achieved as a result of public policy: An opportunity for market economy's growth**

*Key words: social partnership, public policy, civil society, democracy, modernization, competitive social model*

In the article, during the discussion, he emphasized the exclusion of discriminatory treatment of individual groups in social partnership through public policy, because public policy is associated with increasing the efficiency of management, which implies increasing savings and capacity within social partnership, expanding social responsibility, ensuring social justice, rights etc. From the point of view of solving the socio-economic problems in RA, the introduction of the factor model was worthwhile, to demonstrate its importance, we performed a comparative analysis. The article briefly presented the essence of civil society, presented the opinion of some authors on the importance of creating self-sufficient public institutions. The existence of a natural contrast in the relations between the civil society and the state was emphasized, and at the same time the need to combine interrelated interests, which makes the need for a civilized dialogue inevitable. The formation of cooperation platforms was important for ensuring the normal course of economic relations. The modernization of the traditional relations formed between the state-employers and labor collectives was worthwhile. I think that a model of social partnership should gradually be formed in RA, which will replace the paternalistic model inherited from the times of the USSR, and will involve a large number of people from within employers and labor collectives.