

COMPETENCE AS A FACTOR INFLUENCING THE EFFICIENCY OF CIVIL SERVANTS AND WAYS OF THEIR IMPROVEMENT IN RA

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Introduction. In the context of globalization, geopolitical changes, and ever-increasing demands of society, public administration bodies should focus on the most valuable resource - human capital. Public administration bodies are competing with the private sector in terms of human resource management to attract the best professionals and reduce the level of turnover. Only with the help of efficient working professionals can a dynamic and continually transforming system be developed. In this context, the state administration system should identify the possible ways that will contribute to increasing the efficiency of the civil servants' work. At the same time, special attention is needed to analyze the civil servant as an individual within the group as an element of the system and it is also important to study those holding a leadership position as an element with a large influence on a large group. These entities constitute the focal points of our research. The subject of the analysis is the development of ways to improve the competencies of civil servants.

Methodology. The informative basis for the research was the works of local and foreign authors on labor economics and civil service. Also, while conducting the study of the RA civil service system, we paid special attention to the legislative framework, which regulates several relationships. We used the methods of comparative analysis and deduction while conducting the research. Using the deduction method, we have defined the concept of work efficiency of civil servants. Using the method of comparative analysis, we compared the competencies nominated for professional and managerial positions of civil servants.

Literature review. The efficiency of civil servants' work reflects their professional success in terms of achieving pre-planned work results, and social outcomes, as well as the ratio of the obtained results and the resources spent on their implementation [Vasil'eva et al., 2016, 18]. According to another definition, the efficiency of the work of civil servants is the correspondence of professional level, skills, personal and business qualities, as well as the approach of performing official duties of a civil servant and the results of professional activities to achieve the goals set by state bodies [Znamenskij, Gusarov, 2020, 13]. As a generalization of the above, the efficiency of civil servants' work can be defined as follows: it is the ratio of the work performed to the resources spent, where the compe-

tency of civil servants and the way they approach work performance are important, as well as the achievement of the set goals at the lowest cost. From this standpoint, the competencies of civil servants need special study. In the modern world, there are three recommended approaches to competencies. Proponents of the first approach emphasize behavioral competencies. Advocates of the second approach consider both behavioral and numerical competencies to be in-demand competencies. The supporters of the third approach consider only digital competencies: information and computer literacy, media literacy, communication literacy, and attitude towards technological innovations [Konstantinova & Kudaeva, 2020, 1058-1059].

Scientific novelty. We have defined the term efficiency of work of civil servants. We proposed a methodology for classifying civil servants' competencies. We have also suggested additions to the competencies. One of the key propositions of our research is the introduction of an open self-education system.

Analysis. Since the civil service is an institution of public service and, due to its organization and corporate cohesion, is one of the factors for stabilizing and ensuring the spiritual and moral security of citizens, the civil servant's competence is manifested not only in the quality of his job performance, but also includes his personal characteristics, features of his social behavior [Krynychna & Gurkovskii, 2020, 32].

In the RA Law "On Civil Service" competence is defined as a set of knowledge, abilities, skills, and behavior, which is necessary for the effective implementation of the functions provided for in the passport of the position [Law "On Civil Service"]. Competencies in the civil service system are categorized into two groups: general and sample. The list of sample competencies can be expanded with the new ones and the list of general competencies can be revised at the discretion of the Civil Service Office of the RA Prime Minister, based on recommendations from respective authorities [Decision, 2019].

Table 1. General competencies for a group of management positions

General competencies	Applicable Managerial Position Subgroups
1 Leadership	1st, 2 nd
2 Strategic planning	1st, 2 nd
3 Personnel (performance) management	1st, 2nd, 3rd, 4th, 5 th
4 Policy analysis, monitoring	1st, 2nd, 3rd, 4th, 5 th
5 Decision making	1st, 2nd, 3rd, 4th, 5 th
6 Problem-Solving	1st, 2nd, 3rd, 4th, 5 th
7 Integrity	1st, 2nd, 3rd, 4th, 5 th
8 Program management	3rd, 4th, 5 th

As shown in Table 1, it is evident that, unlike civil servants in managerial positions within the 3rd, 4th, and 5th subgroups of the civil service, leadership, and strategic planning competencies were defined for civil servants in managerial positions belonging to the 1st and 2nd subgroups of the civil service, but program management was not. The

remaining competencies remain the same across all subgroups (see Table 1). Civil servants in the 1st and 2nd subgroups of professional positions, in contrast to their counterparts in other subgroups, are required to possess the "Program Development" competence. Meanwhile, the 3rd, 4th, and 5th subgroups, unlike the 6th, 7th, and 8th subgroups, should demonstrate proficiency in "Problem-Solving." (see Table 2). This reveals that there is little variation in general competencies across the subgroups of professional positions, mirroring a similar pattern in the subgroup of managerial positions. Furthermore, among the competencies of professional and managerial positions, the competencies of "Problem Solving" and "Integrity" are repeated. In light of this, it becomes evident that a clear classification of competencies is needed.

Table 2. Generic competencies for a group of professional positions

General competencies	Applicable subgroup of professional positions
1 Program development	1st, 2nd
2 Problem-solving	1st, 2nd, 3rd, 4th, 5th
3 Reporting	1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th
4 Data collection and analysis	1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th
5 Integrity	1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th

It is also important to explore the sample competencies defined for groups of managerial and professional positions. Essentially, these competencies serve as guiding elements for defining the job description. General and sample competencies lack a precise definition and can be subject to varying interpretations. We believe that this gap should be filled by defined descriptions of these competencies within the legislative framework regulating the civil service sector, along with criteria for their assessment.

Conclusion. Civil servants enter the civil service system with pre-existing competencies that contribute to their work efficiency and can be further enhanced over time through personal initiative and systematically.

Analyzing the range of competencies of civil servants in the Republic of Armenia and comparing them with the approaches proposed by theorists, it becomes clear that no place is given to digital competencies at all. Over time, due to the geopolitical situation, it became necessary to organize the work remotely. Moreover, in modern conditions, the tendency to organize work in such a way has not decreased. Therefore, we emphasize adding digital competencies to the general competencies of civil servants.

Regarding the classification methodology for general competencies among civil servants in professional and managerial positions, we propose the following approach: First of all, competencies should be categorized according to their mastery level, followed by the establishment of specific requirements for each subgroup, progressing from lower to higher levels of competence.

While performing the current work in accordance with the work plan, the civil servants may need to acquire certain competencies or improve the competencies they have, to ensure this, we propose to develop an open self-education system in the civil service system and create a centralized electronic platform that includes:

- Educational materials and e-courses provided by training institutions and meticulously classified to provide civil servants with efficient access to required information.
- Managers may have access to information on the e-courses attended by civil servants and the educational materials accessed, aiding in making informed managerial decisions.
- The platform may also facilitate professional discussions among civil servants and enable them to seek advice from more experienced colleagues, fostering the share of expertise.

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Competence as a factor influencing the efficiency of civil servants and ways of their improvement in the Republic of Armenia

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A number of researchers have addressed work efficiency including that of civil servants, but researchers have not given one general definition. The question also remains open regarding the methodology for classifying competencies within the civil service system and strategies to improve the competencies of civil servants in the Republic of Armenia.

The purpose of the research is to identify the characteristics of competencies among the factors affecting the work efficiency of civil servants, as well as to make recommendations for their improvement. To achieve these goals, we have identified the following problems that need to be solved: to define the efficiency of civil servants' work and the factors determining it, analyze the competencies of civil servants established by the legislation in RA, and suggest ways to improve these competencies. To address these issues, we used the methods of comparative analysis and deduction.