

THE REPUBLIC OF AZERBAIJAN

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**IMPLEMENTATION OF INNOVATIONS IN THE
IMPROVEMENT OF THE CIVIL SERVICE SYSTEM IN THE
REPUBLIC OF AZERBAIJAN**

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ABSTRACT

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The dissertation work was carried out at the Department of Civil Service and Personnel Policy of the Academy of Public Administration under the President of the Republic of Azerbaijan.

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GENERAL CHARACTERISTICS OF THE WORK

Relevance and degree of elaboration of the topic. The civil service has a central place in public administration. The main tool for the implementation of the functions or responsibilities of public authorities is the civil service. Improving the civil service system affects the effectiveness of public policy as a whole. Thus, if the civil service system is not adequate to the level of overall development, it is impossible to talk about the sustainability of this development. The application of the latest innovations in the improvement of the civil service is a requirement arising from the current level of development. The solution of the tasks facing the government depends on the organization and efficiency of the work of civil servants. Civil servants are central elements of the civil service system and are key indicators of its effectiveness.

The implementation of scientific research on the role of innovations in improving the civil service is also one of the most pressing issues in Azerbaijani science. After gaining independence, the main task facing the political authorities in Azerbaijan was to form and develop a flexible civil service system that would contribute to the socio-economic progress of the country, strengthen the sovereignty and independence of the state. It is no coincidence that after the return of National Leader Heydar Aliyev to power, the area he paid the most attention to was the creation of an effective civil service system. In general, it should be noted that the study of a number of features of the civil service in the Republic of Azerbaijan differs in its specific aspects. From this point of view, at a time when our country is developing dynamically, confident steps are being taken to build civil society and democratic values are taking a more serious place, the implementation of in-depth scientific research on the civil service is very important.

From this point of view, the reforms of the President of the Republic of Azerbaijan Ilham Aliyev, the steps aimed at the development of public administration are of special importance. In this context, the establishment of the First Vice-Presidential Institute and its successful operation under the leadership of Mehriban

Aliyeva was one of the most fundamental reforms in the history of Azerbaijan's independence. All this, of course, gives an additional impetus to the strengthening of democracy and the development of civil society. As can be seen, this point also determines the urgency of the problem of applying innovations in improving the civil service system in the Republic of Azerbaijan.

There is a wide legislative base in connection with civil service in the Republic of Azerbaijan. In this regard, the adoption of the Law of the Republic of Azerbaijan "On Civil Service", the Law of the Republic of Azerbaijan "On Approval of the Regulations on the Civil Service Management Board", the Law of the Republic of Azerbaijan "On Rules of Ethical Conduct of Civil Servants" and a number of other legislative acts were important. At the same time, the multi-volume books of national leader Heydar Aliyev "Our independence is eternal" and President of the Republic of Azerbaijan Ilham Aliyev "Development is our goal" reveal the essence and conceptual foundations of state policy in this area.¹

Decrees of the President of the Republic of Azerbaijan "On Amendments to the Rules for Awarding Qualification Degrees to Civil Servants in Public Bodies", "On Amendments to the Regulations on Types and Rules of Remuneration of Civil Servants", "On approval of the" Regulations on local executive authorities", "On additional measures to improve public administration in the Republic of Azerbaijan", signed by the President of the Republic of Azerbaijan Ilham Aliyev, that is one of the main sources in the civil service in our country and other similar documents define the main strategy of our state in this area.

Extensive research is being conducted in the Republic of Azerbaijan on the nature of civil service and public administration, professional training and placement of civil servants, mechanisms for recruitment to the civil service and others. Topics such as civil service, public administration system, personnel policy in Azerbaijan are more common in the works of academicians U.Alakbarov,

¹ Aliyev H. Our independence is eternal, 46th volume. Baku: Azerneshr, 2013, 495 pages; Aliyev I. Development is our goal, Volume 113. Baku: Azerneshr, 2021, 391 pages.

S.Ismayilov, R.Rahimli, Z.Habibova, E.Azadov, A.Rzayev, M.Hasanov, N.Huseynova and others.

The name of academician U.Alakbarov in the field of research of innovations in the civil service should be especially noted. The academician has numerous books and articles on mutual research in the areas of sustainable development and public administration, as well as human development and civil service. His works such as “Improving human resources for sustainable development: the Azerbaijani model”, “Fundamentals of sustainable human development and environmental civilization”, as well as the works such as “Effective governance for sustainable development: achievements of the Republic of Azerbaijan in the reports of international organizations”, “Organizational foundations of modern public administration: 15 years on the path of innovative development”, “Innovative public administration technologies in a global emergency: Azerbaijan's experience” address the issues of innovation in the civil service².

S.Ismayilov, one of the Azerbaijani researchers, mainly carried out research work on the problem of creation and development of civil service in Azerbaijan. The researcher is also the author of books and articles on the improvement of the civil service system, the level of professionalism of civil servants, the rules of ethical conduct and so on. The author's book "Civil service traditions

² Alakbarov U. Improving human resources for sustainable development: Azerbaijan model, Baku: Science Development Foundation, 2018, 249 pages.; Alakbarov U. Indicators of sustainable development of the Republic of Azerbaijan in the reports of international organizations // - Baku: Public Administration: Journal of Theory and Practice, - № 2, 2016, - p. 139-148; Alakbarov U. made a report entitled "Effective governance for sustainable development: the achievements of the Republic of Azerbaijan in the reports of international organizations" (Internet Resource) <http://dia.edu.az/az/news/185/> (28.07.2020); Alakbarov U. Organizational foundations of modern public administration: 15 years on the path of innovative development (Internet Resource) <http://dia.edu.az/az/news/383/> (August 25, 2020); Alakbarov U. Innovative public administration technologies in global emergencies: Azerbaijan's experience (Internet Resource) https://azertag.az/xeber/Qlobal_fovqelade_seraitde_innovativ_dovlet_idarechiliyi_texnologiyalari_Azerbaycanin_tecrubesi-1503967 (August 28, 2020).

in Azerbaijan and its current state" is one of the valuable examples in this field³.

It is possible to give an example of research of R.Rahimli, the author of significant research on the improvement of civil service, the application of innovations in this area, such as "Ethics in the Civil Service and its main components", "New stage of innovations in the Civil Service", published in our country and abroad, as well as "Azerbaijan State Personnel Administration", "Azerbaijan Public Personnel Administration", "Azerbaijan's administrative restructuring and innovative development strategy", "State Administration Structure and Political System of the Republic of Azerbaijan" published in Turkey, at the same time, the research on the dynamics of civil service development in the era of digital technologies. The author's article entitled "Civil Service Development Dynamics in the Age of Digital Technologies" published in 2020 is also one of the relevant literature in this field⁴.

Among other researchers on the development of civil service in Azerbaijan, Z. Habibova's "Change Management and Public Administration",

³ Ismayilov S. Civil service traditions in Azerbaijan and its current state, Baku: Ozan, 2004, 64 pages.

⁴ Rahimli R. Ethics in the civil service and its main components // - Baku: Public administration: theory and practice, - 2018, №4 (64), - p. 225-236 .; Rahimli R. New stage of innovations in civil service (Internet Resource) <http://www.azerbaijan-news.az/view-169873/dovlet-qullugunda-innovasiyalarin-yeni-merhelesi> (28 Sep 2020); Rahimli R. Azerbaijan State Personnel Management, Ankara: Kültür Agency Publications, 2011, 256 pages.; Rahimli R. Azerbaijan Public Personnel Management, Eskişehir: Anadolu University publication, 2016, 275 pages.; Rahimli R. Administrative restructuring and innovative development strategy in Azerbaijan, Istanbul: Turkish Disapore and Turkish World Vision 2023, 2014, pp. 337-355.; Rahimli R., State Administration Structure and Political System of the Republic of Azerbaijan, Journal of the International Academy of Management, 2020, 3:1, pp. 364-384.; Rahimli R. Dynamics of civil service development in the era of digital technologies //Azerbaijan.-2020.- June 23.- P. 5.

"Azerbaijan's Success Formula: Innovative Leader and Professional Civil Service" and other comprehensive studies are among the important literature on the subject⁵.

N.Huseynova is one of the active researchers of the problems of civil service, public administration, personnel policy. In her book "Current State of the Civil Service and Prospects for Development", she focuses on various aspects of the civil service problem in general. In addition, in her work "Civil Service and Personnel Policy" she explains the essence and origin of civil service⁶.

Numerous scientific works have been created in the CIS, especially in Russia, on the nature of the civil service, the system of public administration, the selection of personnel for the civil service, the professional training of civil servants and so on. Of such researchers, numerous researchers such as G. Atamanchuk, V. Grajdan, V. Chirkin, etc. can be especially noted⁷.

Well-known Russian researcher G. Atamanchuk can be especially emphasized in this regard. G. Atamanchuk in his work "The essence of civil service: history, theory, law, practice" studied in detail all aspects of the problem of civil service.

Another well-known Russian researcher, V. Grajdan, is also a close researcher on the civil service problem. In his work "Civil Service", he systematically studied the problem for the first time in Russian science. Researcher V. Chirkin also focuses on topical issues of public administration and civil service in his works. In particular,

⁵ Habibova Z. Change management and public administration. Textbook. Baku, 2018. (Internet Resource) <http://www.anl.az/el/Kitab/2019/04/2018-2356.pdf> (1 December 2021); Habibova Z. Azerbaijan's success formula: innovative leader and professional civil service (Internet Resource) [http://www.anl.az/download/meqale/azerbaycan/2020/iyun/712579\(meqale\).pdf](http://www.anl.az/download/meqale/azerbaycan/2020/iyun/712579(meqale).pdf) (December 7, 2021).

⁶ Huseynova N. Civil service: current situation and development prospects, Baku, 2008, 478 pages; Huseynova N. Civil service and personnel policy, Baku: ADILOGLU, 2013, 300 pages.

⁷ Atamanchuk G.V. Theory of public administration: textbook. M.: Publishing house "Omegal", 2010, 435 p.; Citizens V.D. State civil service, M.: 2007, 175 p.; Chirkin V.E. The system of state and municipal government. Textbook, M.: Yurist, 2005, 221 p.

he conducted extensive research in relevant areas in his book "The system of state and municipal governance."

It is possible to cite in western scientific literature such authors as J.K.N.Raadschelders, T.A.J.Tunen, and F.M.Van der Meyer, who have been researching in this field for many years, among the authors distinguished for their significant research in the field of Public Administration and civil service. In particular, the book "New Civil Service: to serve, not to manage" co-authored by these authors is one of the most important literature in this field⁸.

Analysis of the scientific literature on the application of innovations in public administration and the theoretical and methodological principles of application of innovations in the field of civil service shows that the application of innovations in management gives a number of positive results. Researcher Jay Shafritz has a valuable classification of these results⁹. As stated in Robert Kropf's Public Administration, innovations in public administration and state administration should not be seen as fashion or trend¹⁰. In addition, according to Michael Milakovic, each government agency in the public sector should submit a plan of proposals to the government on how much a particular innovation is needed and how this innovation will be balanced with the activities of the agency¹¹.

Mufit Akyos's book "Kamuda Innovation" can be considered an important source in the Turkic-language literature, especially in connection with the civil service and its innovative foundations. In addition, Onur Aslan's book "State Bureaucracy and Public

⁸. Raadschelders J.C.N, Toonen T.A.J., Van der Meer F.M. The Civil Service in the 21st Century: Comparative Perspectives (Internet Resource) <http://library.lol/main/1D166FCA09876EF3C193BFCA1B7FFB23> (10.10.2021)

⁹ Shafritz J.M. Classics of Public Administration, 8th edition, Pennsylvania, 2016, 545 p.

¹⁰ Croph R.A. The Public Administration, Casebook, 1st Edition, Routledge, 2011, 350 p.

¹¹ Milakovich M.E. Public Administration in America, 11th Edition, Miami, 2012, 400 p.

Personnel Regime" is one of the important sources related to the civil service¹².

Thus, the analysis of the scientific literature on the problem shows that various aspects of the research topic have been studied by Azerbaijani and foreign authors, but not studied at the level of dissertation research in Azerbaijani political science.

Object and subject of research. The object of research is the civil service system in the Republic of Azerbaijan, its peculiarities and structure formed on the basis of historical dynamics, and the subject is the innovations applied in the civil service system of the Republic of Azerbaijan and the features of these innovations.

Goals and objectives of the study. The main purpose of the study is to study the problem of application of innovations in the context of reforms in the civil service in the Republic of Azerbaijan.

In order to achieve this goal, the following tasks were considered acceptable:

First, in terms of the application of innovations in the civil service:

-Study of the Civil Service Institute as a key element of the political system of society;

-Definition of socio-political components of civil service development;

-Research the problem of improving the civil service in the mechanism of public administration;

Second, in terms of trends in the formation and improvement of the civil service in the Republic of Azerbaijan:

- Research on the formation and development of the civil service in the Republic of Azerbaijan;

- Identification of political and administrative elements to increase the efficiency of the civil service;

- Analysis of opportunities to improve the civil service system in the Republic of Azerbaijan;

¹² Akyos M. Innovation in Public, Istanbul, 2007, 170 p.; Aslan O. State bureaucracy and public personnel regime, Ankara: IMGE Bookstore, 2012, 432 p.

Third, in terms of analyzing the innovations implemented in the field of improving the civil service system in the Republic of Azerbaijan and their results:

- Analysis of the application of innovations in the civil service system of the Republic of Azerbaijan in terms of structural components;

- Analysis of the application of innovations in the civil service system of the Republic of Azerbaijan in terms of implementation problems;

- Analysis of the application of foreign experience to ensure the innovative development of the civil service.

Research methods. An eclectic approach was generally used in conducting the dissertation research, and the eclectic approach covered three different research methods in our research. Thus, in the first chapter of the research, descriptive and historical research methods were used, and in the second and third chapters, it was used historical-comparative and systematic analysis methods.

The main provisions of the defense are as follows:

- The formation of a new model of public administration is directly related to the reform of the civil service;

- Implementation of reforms to improve the civil service system leads to the formation of a new model of civil service;

- Assessment of civil servants plays an important role in increasing their efficiency and motivating them;

- management function ensures the regulation of relations at all levels of the civil service system;

- Carrying out innovative reforms in the civil service in Azerbaijan is aimed at the development of its material and technical base, as well as information technology;

- Improving the civil service in Azerbaijan directly contributes to quality changes in the public administration system;

- The strategy for improving the civil service system implemented in the Republic of Azerbaijan is based on a wide range of innovative principles.

Scientific novelty of the research. In the dissertation:

- Features of the formation of a new system of public administration were analyzed through the prism of reforms aimed at improving the civil service, the possible results were considered and evaluated.

- Opportunities for the application of foreign experience to ensure the innovative development of the civil service in Azerbaijan were assessed and models relevant to Azerbaijan were shown;

- Opportunities for improvement of the civil service system and development trends in Azerbaijan in modern times were considered.

- The mechanism of application of innovations in the civil service system of the Republic of Azerbaijan has been revealed, the problems hindering this process have been classified;

- The Decrees adopted by the President of the Republic of Azerbaijan against the obstacles to the application of innovations in the civil service in Azerbaijan were studied and it was specified specifically what problems each of them is aimed at solving.

Theoretical and practical significance of the research. The scientific results of the research can be used as a basis for conducting research on similar topics. In addition, the results of the study may be important in terms of public administration and civil service, the improvement of the civil service system, the implementation of reforms, the application of innovations and other issues. In addition, the research will be useful as a tool for the activities of the State Examination Center, as well as for those preparing for civil service. In this regard, the dissertation provides information that can increase the outlook of candidates preparing for civil service in the field of civil service and public administration, as well as legislation in this area.

Approbation and application of the dissertation. The main results of the research are reflected in the author's scientific articles published in Azerbaijan and abroad and in reports at scientific conferences.

Name of the organization where the dissertation work is carried out: Department of Civil Service and Personnel Policy of

the Academy of Public Administration under the President of the Republic of Azerbaijan.

Structural sections and total volume of the dissertation (with symbols) includes introduction (27,198 characters), three chapters (Chapter I - 77,244 characters, Chapter II - 103,968 characters, Chapter III - 53,014 characters), nine paragraphs, conclusion (12,651 characters) and used literatures and consist of 180 pages (317203 characters).

MAIN CONTENT OF THE DISSERTATION

The "**Introduction**" part of the dissertation substantiates the relevance and scientific significance of the topic, considers the level of study of the problem, defines the object and subject of research, its scientific novelty, as well as its theoretical and practical significance, approbation and structure of the work.

The chapter of the dissertation entitled "**Theoretical and methodological bases of improving the civil service at the present stage**" consists of three paragraphs. The first paragraph of the first chapter, entitled "**The Civil Service Institute as a key element of the political system of society**" addresses the issue of considering the civil service as an executive body in the state apparatus operating within a particular political system. In addition, this paragraph notes that there is a difference between the content of the concept of "public institution" and the concept of "civil service". In order to carry out civil service reforms, issues such as revising its legal definition, considering it as a state-funded professional activity aimed at fulfilling the powers of the Republic of Azerbaijan and its subjects in order to improve the living standards of its citizens and ensure economic development are analyzed. The relationship between the need for such changes and historical trends in the development of the civil service and political change is studied. The paragraph also defines a number of general and specific concepts, focusing on the categories of political system, public policy, public administration, political and administrative management, political change, efficiency, effectiveness, bureaucracy, institutional change,

as well as the civil service. At the same time, it is analyzed the nature of the relationship between political (operational) and legal (institutional) concepts in the final stages of development of modern legislation on civil service.

The second paragraph of the first chapter is entitled "Socio-political components of civil service development." This paragraph discusses the multifunctional nature of the civil service in modern times, and states that its purpose is to ensure and regulate the exercise of the powers of the state apparatus (state bodies). This paragraph also points out that in most federal states there is a problem of separation of functions, rights and responsibilities between central and local governments. In this regard, it has been argued that excessive centralization of power or the accumulation of power in an autonomous government is detrimental to the state. In the first case, the effectiveness of solving local problems has decreased, local governments have become executors of the center's instructions, and in the second case, the central government has suffered from separatist tendencies. This paragraph also emphasizes that the civil service is increasingly becoming a system that meets the needs of the population, provides them with various types of administrative services, copes with the removal of citizens from the state apparatus and creates an atmosphere of social partnership.

This part of the study notes that the formation of a new system of public administration is inextricably linked with the reform of the civil service. During the existence of any state, the state apparatus is re-formed in accordance with the changes in the political and legal relations of the state power and civil society, the conceptual bases of the functioning or implementation of the functions of the state are improved. As can be seen, the improvement of the civil service system often manifests itself as a necessity arising from the social, economic and cultural changes observed in society over a period of time. The efficiency of public administration is ensured by continuous improvement of the civil service system. Improving the civil service system is very important, as it is a necessity of the state itself. This paragraph also states that a civil servant is a subject of administrative law. In the future, a service of civil servant is likely to

be a subject of service law. This in itself can be considered as a step forward in the development of the civil service system. The main purpose of administrative law is to ensure harmony and consent in society, balance of interests, stability of the state and its institutions, economic and social development and so on, as well as everyone in the civil service should work in accordance with these goals.

At the same time, it is emphasized that the process of improving the civil service is carried out in order to increase the accountability of public authorities to improve their efficiency, effectiveness, professionalism, representation and democratic character. In recent decades, more attention has been paid to civil service reform in developing countries. Political and economic factors hindered the success of civil service reforms. Therefore, the main focus was on the implementation of reforms in the political and economic spheres and the identification and implementation of special strategies.

The third paragraph of the first chapter is entitled "The problem of improving the civil service in the mechanism of public administration." It is noted in this paragraph that the methodology of studying the social mechanisms of civil service management is associated with the formation of scientific knowledge on civil service management on the one hand, and the solution of specific tasks of civil service management on the other. This paragraph also studies the social mechanisms of Public Service Management and analyzes statistical and empirical data characterizing the diversity of social phenomena in the civil service. This paragraph also addresses the general theoretical views on the nature and essence of social governance mechanisms, their compliance with the objective laws of social development. At the same time, the governance mechanism is described as a multi-level social phenomenon. It is emphasized that the main level of this is the regulatory framework that has a regulatory impact on the civil service and ensures the unity of principles and approaches to the choice of management methods. Thus, it is noted that the laws define the goals of the management system, which ensures the unity of the civil service system, the interaction of public authorities with civil

society structures, as well as the activities related to the professional development of civil servants.

It is noted in this paragraph that the content of the civil service system finds its expression in direct management functions. In general, the implementation of internal functions is inextricably linked with the principles of organization and implementation of the civil service. Thus, all the points we have mentioned are directly related to the activities of the civil service institute. For example, strengthening subordination is one of the important principles of the civil service system and is important in terms of increasing the efficiency of governance. In this case, the system of public administration improves to a certain extent, and this is also reflected in the civil service system.

The study also notes that special principles are used in the implementation of public administration. Principles of public administration usually mean rules strengthened by legislation, on the basis of which the system of public administration is formed and functions. The principles of public administration are almost in line with the principles of the civil service. Taking into account these principles, any initiative to improve the civil service must take into account the economic, social, cultural, constitutional and political context.

This paragraph emphasizes that the content of the principles of the civil service refers to the orientation aimed at the regulation of public relations, management of social events and processes. From this point of view, the principles of civil service do not differ significantly from the principles of public administration. They ensure the integration of different types of management activities in different public administration bodies. It also provides a certain harmony between these types, without which it is impossible to talk about the effectiveness of public administration. Based on these principles, a real administrative management process is organized. That is, it is a well-thought-out and substantiated normative basis for the implementation of administrative management functions, the choice of methods, the definition of methods of administrative influence. The main meaning of the principles of the civil service is

that they determine the real function and practical organization of the civil service, as well as its legal content. These are also the main principles of improving the civil service.

The second chapter of the research is entitled "Trends in the formation and improvement of the civil service in the Republic of Azerbaijan". The first paragraph of this chapter, entitled "Formation and development of the civil service in the Republic of Azerbaijan", notes that the relations in the civil service in the Republic of Azerbaijan are regulated by norms related to various areas of law. It is said that these norms together create a system of legal norms of the civil service. In this regard, it is noted that a number of topical issues have emerged in the field of civil service that require analysis. As a legal entity, the civil service is considered to be the main tool for ensuring the exercise of public power and public administration.

This part of the study focuses on key moments in the history of the formation and development of the civil service in Azerbaijan. In this regard, it was noted that in the geography of the historical lands of Azerbaijan there were different states with different traditions of statehood, governance mechanisms, the existence of different governance systems in different countries led to the formation of a more or less rich heritage of statehood and public administration in general. This indicates the rich history of civil service in Azerbaijan. In general, if we pay attention to the history of state building in Azerbaijan, we can see that the process of formation of the civil service in the country is characterized by dynamism and consistency.

The second paragraph of this chapter is entitled "Political and administrative elements of increasing the efficiency of the civil service". The spread of the concept of “good governance” in developed countries in this section is associated with a shift away from an instrumental approach as a synonym for profitability (the nature of the “new government”) in favor of transparency, accountability and efficiency in the category of sustainable development.

In addition, proponents of economic efficiency prefer to evaluate by measuring financial and budgetary indicators; Proponents of social efficiency prefer to assess the satisfaction of the population with the quality of services and living standards in general. This section also discusses the fact that significant governance effects are measured by the level of corruption in society, the level of poverty, the level of security, and so on. International development institutions and national governments of Western countries have adopted the practice of evaluating the effectiveness of government agencies based on regular surveys of the population and experts, as well as the collection of objective statistics. Based on this, it is developed integrated assessment methods. This section addresses such important issues.

It is noted in this paragraph that it is very important to identify and apply public administration mechanisms that increase the efficiency of the civil service system in the Republic of Azerbaijan. It was noted that such tactics should be implemented continuously, not situationally and periodically. Because the society, the world is constantly evolving, and, accordingly, conditions socio-cultural and socio-economic changes in the country. Against this background, the civil service system needs to be updated. Otherwise, it will not be possible to ensure the development of society.

It was also noted that the creation and implementation of a comprehensive system of professional evaluation of civil servants is one of the most tried and tested methods to increase the efficiency of the civil service in general.

Of course, in order to optimize the efficiency of the civil service, first of all, it is necessary to evaluate this efficiency. It should be noted that the approach to assessing the effectiveness of the civil service at the present stage includes new elements. Thus, at present, when assessing the efficiency of the civil service, the efficiency of public funds is taken into account.

The third paragraph of this chapter is entitled "Reforms in the field of improving the civil service in the Republic of Azerbaijan and their results." This paragraph notes that the history of civil service in the Republic of Azerbaijan is very old. However,

in a professional sense, the establishment and development of the civil service system dates back to the twentieth century. The civil service system of the Soviet Union, based on communist-socialist principles, was the first professional civil service system in Azerbaijan. After our country gained independence, the re-formation of the civil service system began in 1995 on the initiative of Heydar Aliyev. This process of formation and modernization, initiated by him, has been continued by President Ilham Aliyev since the mid-2000s, and work has continued in Azerbaijan to establish a modern civil service system that meets world standards and is innovative. In this regard, a system of public administration based on ICT has been established, the admission to civil service has been entrusted to the State Examination Center, and the Academy of Public Administration under the president of the Republic of Azerbaijan has been entrusted with increasing their qualifications as well as ensuring their professionalism.

This paragraph emphasizes that the success of civil service reform depends on the effective methods and tools used. Thus, the level of success of the civil service reform, which aims at quality service, is able to identify and analyze existing problems and come up with appropriate solutions to overcome these problems. Otherwise, the reforms will be considered ineffective, far from achieving their goals. In this sense, during the reforms, the existing problems in the country and its management system, in the sphere of service to citizens must be clearly identified and the nature of the reforms must be directed accordingly.

This section discusses the problem of corruption, which hinders the development of the civil service, and notes that the fight against corruption is one of the important areas in the regulation of ethics in the civil service. It was also noted that the entry into force of the Law on Combating Corruption in 2005, the establishment and active work of the Anti-Corruption Commission and the General Office for Combating Corruption under the Prosecutor General of the Republic of Azerbaijan are important in the fight against corruption in Azerbaijan.

The third chapter of the research is entitled "Application of innovations to improve the civil service system in the Republic of Azerbaijan: current situation and prospects". The first paragraph of this chapter is about "Innovative paradigm in the civil service: mechanisms and technologies". This paragraph discusses the fact that innovation in the field of management, along with innovative subjects, processes and mechanisms, includes value systems and regulatory orders, technology and resources (not only in financial terms). It was also reported that the will and leadership of the people involved in solving an existing problem is a critical part of the process. The process of innovation in public administration envisages such steps as 1) definition of the problem within the context, 2) creation of a strategic plan framework, 3) preparation and adoption of instructions, 4) extensive and various forms of documentation, 5) dissemination of results, 6) implementation monitoring, 7) coordination and policy integration, 9) sustainability of innovation, 10) perspective and retrospective assessment of innovation¹³.

It is noted in this paragraph that the electronic document management system provides a very important innovative approach in the field that forms the basis of the civil service system. Of course, this requires that civil servants work in line with innovations. It is also said that innovations aimed at developing the civil service require, accordingly, innovative behavior of civil servants. In any case, innovations increase the professionalism of staff. It is impossible to achieve real results of innovations without mastering new information technologies. From this point of view, in almost all countries of the world, the issue of continuous training of personnel is in focus.

The second paragraph of this chapter is entitled "Administrative provision of efficiency in the civil service in the context of innovative development". This paragraph discusses e-government, noting that in addition to the advantages of e-

¹³ Feller J., Finnegan P. & Nilsson O. Open innovation and public administration: transformational typologies and business model impacts, *European Journal of Information Systems*, 2011, 20:3, 358-374, p. 361

government, there are also some disadvantages. It is noted in this paragraph that although the innovative development of the civil service is very important in terms of ensuring overall national development, it is also quite a difficult process. At the same time, it was clarified in what areas management innovations are intended in a broad sense. The paragraph also analyzes that the innovative activities of civil servants, as a rule, occur under the influence of two factors (internal and external).

It is noted in this paragraph that the application of scientific and technological achievements in the civil service in modern times is the main legal and regulatory basis for its development. Achieving innovative development of the civil service is, of course, first of all the result of the innovation policy pursued by the state. In fact, the state's innovation policy is an important part of its socio-economic policy. The essence of this policy can be explained as the attitude of the state to innovation. At the same time, accordingly, the innovation policy determines the goals, directions and forms of activities of public administration bodies in the field of science and technology. The main goal of the policy is to apply the results of scientific and technical progress to increase the efficiency of public administration or civil service.

The third paragraph of this chapter is entitled "Analysis of the application of innovations in the civil service of the Republic of Azerbaijan: structural components and implementation problems". This section analyzes the innovations implemented in the civil service of the Republic of Azerbaijan. It was noted that the applied innovations serve to increase the efficiency of civil service in our country.

This section discusses the extensive use of ICT in the civil service recruitment process by the State Examination Center. It is noted that it is provided the electronic services such as registration for the Center to take a test exam for civil service positions, registration for a test exam for positions in the civil service, registration for an interview announced to fill a vacancy in government agencies, state submission of relevant information from the Register of Civil Servants, calculation of length of service in the

civil service and registration for the electronic test exam in connection with the test examination stage of the competition for admission to the civil service.

This paragraph also discusses the success of e-government innovation in Azerbaijan at the international level. In this regard, the dissertation covers the UN report. According to the UN report, according to the e-government development index, in 2016, compared to 2014, Azerbaijan rose 12 places among 193 countries to 56th place.

This paragraph of the study also draws attention to the great urgency of establishing a new institution in public administration - the First Vice-Presidential Institute, based on the referendum on constitutional reform held in the country on September 26, 2016 on the initiative of President Ilham Aliyev. The establishment of the First Vice-Presidential Institute as a functional unit in public administration is a new and progressive feature of the modern face of Azerbaijan. If we take into account that President Ilham Aliyev, when making decisions on issues of strategic importance for our country, usually refers to the social orders of society, we can understand the need of society for this institution. Under the leadership of Mehriban Aliyeva, the First Vice-Presidential Institute is already successfully operating as a functional institution. The study shows that the success of the past period confirms that the institution of the First Vice President has increased the flexibility and efficiency of governance. Of course, the charisma and high management experience of the First Vice-President Mehriban Aliyeva played an important role here.

However, certain implementation problems and difficulties in the face of innovations in public administration in Azerbaijan have also been the main subject of research in this section. It was stated that some of these problems are global and some are national. Global challenges include resource constraints (human or financial), public demand for government integrity (risk problem), a negative attitude towards innovation in some areas and time spent adapting to innovation, and a lack of professionalism in some areas. Problems of a national nature include legal loopholes and legislation, difficulty in

accessing information, excessive tendency of provocative media to report negative news, in some cases defective activities and risk of the Auditor / Supervision Agencies, resistance to change, renewal by some civil servants and negative situation in executive bodies. In addition, the Rules for the preparation, implementation, monitoring and evaluation of state programs approved by the Decree of the President of the Republic of Azerbaijan dated March 6, 2021 and the Decree of the President of the Republic of Azerbaijan on Amendments to the Decree of the President of the Republic of Azerbaijan No. 464 of January 14, 2019 “On Additional Measures to Improve Public Administration in the Republic of Azerbaijan” shows that important steps have been taken in this area recently. Also, the Decree of the President of the Republic of Azerbaijan “On approval of the “Regulations on local executive authorities”, the Decree of the President of the Republic of Azerbaijan “On additional measures to improve public administration in the Republic of Azerbaijan”, the establishment of “State Control Information System” and other measures play a fundamental role in solving the above-mentioned problems in the field of public administration and civil service in the Republic of Azerbaijan.

As a result, the research was summed up, scientific-analytical generalizations were made, as well as opinions, theoretical and practical suggestions and recommendations were made to solve the problem.

As a result of the research, it was recommended to develop a new state program based on the classification of certain implementation problems facing innovations in the field of public administration in the Republic of Azerbaijan and the development of systematic solutions to the problems mentioned in the classification. In connection with the civil service system and its efficiency, it is recommended to develop an official action program on the application of research conducted in the world within the reality of Azerbaijan. It was proposed to study the Decree of the President of the Republic of Azerbaijan on the establishment of the "State Control Information System" and to provide a scientific-theoretical approach and practical recommendations on the impact of this system on

innovations in public administration in Azerbaijan and conduct future research to increase efficiency in public administration.

According to the conclusion, despite some national and global difficulties in increasing the efficiency of the civil service in the Republic of Azerbaijan, the decrees and orders signed by President Ilham Aliyev, as well as other steps taken are based on overcoming these problems. After solving these problems in a short time, the efficiency of the civil service system in the Republic of Azerbaijan will be even higher.

The main content of the dissertation is reflected in the following scientific works of the author:

1. Innovations in the civil service system // Materials of the XXII Republican scientific-conference of doctoral students and young researchers of the Ministry of Education of the Republic of Azerbaijan, Volume II Baku, November 22-23, 2018. pp. 67-69.
2. The role of innovations in the development of civil service in the Republic of Azerbaijan // Materials of the scientific-practical conference of doctoral students and dissertators on "Heydar Aliyev and the national development strategy of Azerbaijan" of the Academy of Public Administration under the President of the Republic of Azerbaijan Baku, "Aspoligraf" 2018, pp.107-115
3. Reform in the Azerbaijani public personnel system // International Cappadocia Social Sciences Student Congress 2019, Kapsosbil-2019, 7-9 November 2019 Niğde Omer Halisdemir University, Niğde/TURKEY page 266-272
4. The role of the Civil Service Institute in society // "Public Administration: Theory and Practice" scientific-theoretical journal. № 1 (65) Baku-2019. pp.257-264. ISSN 2309-1347
5. Civil service as an important element of the mechanism of public administration // Scientific works of the Nakhchivan Branch of the Azerbaijan National Academy of Sciences, Nakhchivan, "Tusi" -2019, Volume 15, № 3, p.271-279. ISSN 2218-4783
6. Features of the formation of the civil service in Azerbaijan // Science and innovative technologies, International Journal of Scientific Research, number 9, Baku-2019. pp.71-83. ISSN 2521-1447

7. History of development of civil service system in the Republic of Azerbaijan // International socio-political, scientific-theoretical journal of geostrategy, № 01 (55) January-February 2020. pp.77-81. Baku, ISSN 2664-4975
8. A new stage in the development and reforms in the civil service sector of the Republic of Azerbaijan // Questions of History, Monthly Journal, No. 5, 2020, Moscow. pp.129-139.

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