

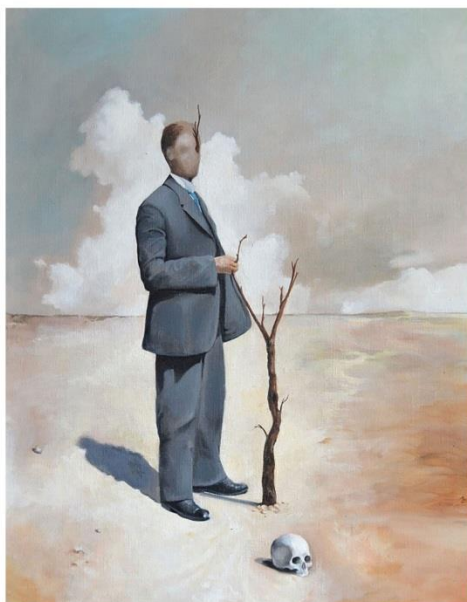
# opción

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# Models of Effective Public Administration in Digitalization

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## Abstract

The article offers the authors' own vision and understanding of the role of the Digital Proactive Government in order to more effectively influence the central executive, regional and local authorities in addressing issues of social significance via comparative qualitative research methods. As a result, constitutional reform predetermined new conceptual approaches to understanding the main socio-political institutions and the prospects for their development. In conclusion, Gartner experts believe that with the introduction of new technological solutions E-Government does not meet the general trends in digitalization, therefore, the term Digital Government is considered in the maturity assessment model.

**Keywords:** E-Government, Digital, Proactive, Government, Civil Society.

# Modelos de administración pública efectiva en digitalización

## Resumen

El artículo ofrece la visión y comprensión de los autores sobre el papel del Gobierno Proactivo Digital para influir de manera más efectiva en las autoridades ejecutivas centrales, regionales y locales para abordar cuestiones de importancia social a través de métodos de investigación cualitativa comparativa. Como resultado, la reforma constitucional predeterminó nuevos enfoques conceptuales para comprender las principales instituciones sociopolíticas y las perspectivas de su desarrollo. En conclusión, los expertos de Gartner creen que con la introducción de nuevas soluciones tecnológicas, el gobierno electrónico no cumple con las tendencias generales en digitalización, por lo tanto, el término gobierno digital se considera en el modelo de evaluación de madurez.

**Palabras clave:** Gobierno electrónico, digital, proactivo, gobierno, sociedad civil.

## 1. INTRODUCTION

It is well known that the tasks of forming a civil society rest on the shoulders of not only public authorities but also the active participation of the population itself, the conscious involvement of citizens in this process, including the Republic of Kazakhstan. To achieve this complex problem, it is necessary to emphasize the combination of the executive branch's effectiveness in the center and in the regions, on the one hand, and the active independent initiative of the citizens themselves, on the other hand. Currently, it is inefficient or

distorted in the country. I will try to answer this question. So far, the social problems of social policy are a complete diocese of state power itself, which impedes independence and forms a pure dictatorship. To overcome these trends, it is necessary to broaden the involvement of the new digital environment as an intermediary between the state, citizens and business (CHAUSHI, CHAUSHI & ISMAILI, 2015).

The idea of E-Government is not new, but the sustainable development of digital technologies has changed the concept of digitalization: Digital Intelligent Government is now relevant. We can talk about our own understanding of the Digital Proactive Government. In addition, a conceptual analysis of the maturity model of the Electronic Government made it possible to forecast the implementation of the ideas of the Digital Government of Kazakhstan. The reform of public administration by increasing the importance of the social sphere in line with the digital transformation of public functions and social processes is of particular importance in the era of transition from industrial to post-industrial society. The Social Sphere applies to all sections of the population, without exception, as they are related to its income, social benefits, and privileges. Currently, the branches of the social sphere are traditionally considered health education, culture, sports, tourism, the housing and communal sector (ANDREWS, THORNTON, OWEN, BLEASDALE, FREEGUARD & STELK, 2017).

In a new era, the attitude of society towards life quality has changed, a digital transformation of thinking, a new perception of information and communication is taking place. Kazakhstan is not

alone in this regard: the implementation of socio-economic reforms has affected the entire public sector. Thus, from 2020 it is planned to launch Obligatory Social Medical Insurance (OSMS), all general public declaration and per capita financing of socially significant services. At the same time, the State Program Digital Kazakhstan for 2018-2020 is in force. This program is aimed at implementing the Digital Government, the goal is to provide the maximum number of services in electronic format, but the tasks of collecting and processing information in certain sectors of the social sphere remain unresolved. The construction of analytical systems is hindered by the problems of unreliable, often unverified data; there is no single database for individual users, the entire region, the country as a whole. The situation can be corrected, from my point of view:

1. Creation of Unified banks for processing big data (BIG DATA) to avoid duplication and distortion.

2. Design of analytical systems.

3. Creating a visualization system for critical social indicators.

Particular difficulties arise in the general tax return, per capita financing of the education system and compulsory health insurance: the presence of inconsistency of information in the databases of state bodies, the presence of about 30% of the population of uncertain social status. The problem of collecting and processing information is complicated by the lack of information systems for many users since there is no instant data synchronization in all government systems (BAUM & DI MAIO, 2000).

The second problem is updating information in government databases. In connection with the constant change in the social status of a citizen, there is a need to update this status on an ongoing basis in different information systems, determine the owners of processes and the distribution of the responsibility matrix. To solve these problems, it is proposed to develop an information model of the social sphere by the example of social status identification of a citizen of the Republic of Kazakhstan, based on the experience of other countries. The model of information interaction of state information systems in the social sphere will help in determining the social status of a citizen, which will allow to implement of OSMS and ensure effective budget planning with per capita funding (ALHOMOD & SHAFI, 2012).

The final phrase is the e-Government action program implementation - e-Participant. It is assumed that everyone will have the opportunity to express their opinion, influence national policy, and propose effective measures to improve it. The main idea is to receive feedback, the ability of the population to influence the organization of managerial authority. In this case, it becomes possible to use the potential of civil society with the tools of the Electronic Government. With the participation of everyone in government, the interest of citizens in state programs implementation is increased, and it is assumed that the quality of these ideas' implementation will be improved. As a result - increasing the economic and intellectual potential of the nation, reducing the separation of power from the people's interests (ANDERSEN & HENRIKSEN, 2006).

Historically, certain conservative thinking has emerged among the leadership of the new countries towards Electronic, Digital and Smart Governments: they do not see the fundamental difference between them, which is the reason for the reluctant introduction of digital technologies in some countries (CARTER & BELANGER, 2004).

## **2. METHODOLOGY**

The traditional system of government is based on laws, principles, rules, management methods, techniques, methods of solving managerial problems, which is the basis of the methodology of public administration. The form of government is based on the form of public administration, the type of political regime, and territorial structure. Public administration can be described as a targeted organizing impact of government on the development of various spheres of public life, considering economic, political, social characteristics of the state at certain stages of its development (MARANNY, 2011).

Public administration includes two levels of organizational impact on society: - political management - the formation of a strategy for the development of the political course and the mechanism for making political decisions, as well as the development of state policy and state programs in all priority areas;



- Administrative-state management - the implementation of state policy and the solution of current, everyday tasks performed by state structures (LEE, 2010).

The main goal of public life management and public administration is the creation, maintenance, and improvement of conditions for free, creative life of people, the establishment of effective relationships between individuals, society and the state in a democracy. Therefore, in a social state, the goal of public administration is based on the principle of priority needs and interests of the development of society. What is changing in the modern world if the Government becomes electronic? The goals correspond to the modern principles of SMART, which allows you to clearly determine the adequacy of resources at the stage of setting goals, to provide all participants in the process with clear, unambiguous and specific tasks. SMART is an abbreviation, the decoding of which is: Specific Measurable Achievable Relevant Time-bound, which means a criterion for the effectiveness of goals. Specific - the goal should be specific, clearly formulated, unambiguous and understandable for all participants in the process. The measurable - SMART goal must be measurable (KIM & GRANT, 2010).

At the stage of goal setting, it is necessary to establish specific criteria for measuring the outcome of the goal. Achievable or Attainable, goals should be achievable, determined on the basis of analysis considering available resources and limitations: temporary resources, investments, labor investments, knowledge and experience of the executor, access to information and resources, the ability to

make decisions, the presence of managerial leverage for the executor of the goal. Relevant - in order to determine the significance of goals, it is important to understand how the state will contribute to the achievement of global strategic ideas (FATH-ALLAH, CHEIKHI, AL-QUTAISH & IDRI, 2014).

Time - the goal should be limited by time; the deadline is indicated. This allows you to make the process controlled. The goals of public administration must be recognized, supported by citizens and at the same time real. In addition, information about the goals should be clearly communicated to all participants in the fulfillment of this goal and at the same time, all goals should be on the same channel, not contradict each other, but contribute to the implementation. In the process of studying the goals and objectives of public administration, the principle of the integrated PELS methodology was used, including the study of the problem through the prism of four directions: political, economic, legal and social (LAYNE & LEE, 2001).

The separation of goals and tasks of public administration with the help of PELS is conditional in nature since, in the process of functioning of the branches of government and branch ministries, their interaction and coincidence in tactics and strategy naturally occur. Nevertheless, the separation of public administration goals and objectives in the context of PELS allows you to systematize the issues under study.

### **3. RESULTS AND DISCUSSION**

Currently, the social policy of any state is becoming very relevant. The proclamation of the state as social obliges the authorities to focus on improving the welfare of the majority and the realization of their interests. According to the constitution, the Republic of Kazakhstan is a unitary social democratic state, the people are proclaimed a source of power, the will of the people is realized through direct representatives of the subjects of power. State and municipal bodies are called upon by such entities to express and ensure the interests of preserving and reproducing the integrity of society, the stability of its social structure, and the interaction in the society of social classes having different interests, sometimes contradictory.

The basis of social policy is social security as the basis for ensuring the preservation, change, and development of the population's social status - this is a new direction of national security. Society must be confident in the legal protection of its freedoms and civil rights. An example of a threat to demographics is poverty, which in turn is very low wages or unemployment. The main task of social security is to find a balance of interests of all social groups of the population and to reduce social risks. Each country chooses its course in addressing social issues, in particular, employment and unemployment.

For example, in Russia, after the collapse of the USSR, a policy of promoting employment was chosen, since there were problems with state financing and there was a transition period in the formation of a new statehood. Subsequently, it grew into economic policy in the

interests of employment - a targeted increase in the number of jobs, improving the quality of education, increasing incomes, increasing investment activity in all areas, correlating these indicators with economic growth in labor productivity and GDP as a whole.

In connection with the need for an integrated approach to solving complex problems, the need arose to integrate national labor markets and create a national labor exchange, which is relevant in the context of the world economy globalization. In the fall of 2017, at a joint meeting of the heads of the Ministries of Kazakhstan and Russia on labor, migration and social protection of the population, a cooperation agreement was signed and the heads of ministries took the initiative to create a Unified Integrated Eurasian Electronic Labor Exchange. The implementation of this initiative is accompanied by big problems, this is due to the following:

- The presence of a large population in the shadow business;
- The presence of a self-employed population without registration of individual entrepreneurship;
- Low quality of labor;
- Low labor activity among the female population;
- Lack of jobs in rural areas;
- Differentiation of regional labor markets, the presence of depressed and subsidized regions;
- A steady tendency to decrease in demand for labor resources in connection with the general reduction in production and sales markets;

- A steady increase in unemployment and reductions for various reasons.

Labor migration is also among the acute problems. In 2007, the new migration legislation came into force in the Russian Federation. It is aimed at legalizing and managing this process. In the same vein, in the autumn of 2007, a meeting of the CIS heads of state was held in Dushanbe, where labor migration became the key issue, in connection with which a document on migration policy was signed.

The need for state regulation of migration is explained by the effect on employment and the efficient use of labor resources.

With this issue, social insurance is directly related. It includes the most pressing issue - the distribution of insurance liabilities between the state, employers, and employees. The data analysis allows us to conclude that in European countries, Russia, and Kazakhstan, most of the responsibility for insurance premiums and payments are performed by employers, and less by workers. This leads to a general deformation of the public understanding of insurance and the area of responsibility of the state, employees, and policyholders. I propose to distinguish several models of social insurance:

1. Equivalence (between contributions and payments).
2. Joint redistribution of resources (between insured with high and low incomes, sick and healthy, unemployed and working).
3. The relevant rationale for the long and medium-term.

All these models can be combined with government tasks through the digitalization processes of public administration and automation of business processes in the social sphere. For the effective

functioning of the social sphere, it is necessary to provide a set of public administration measures: structurally functional, personnel, regulatory support. In this regard, the reasons for the low efficiency of the social sphere are clearly visible: the lack of targeted provision of social support, errors in calculating social benefits, conflicts of data on the social status of citizens in public and private databases, the lack of effective integration of information systems, and the lack of automation of business processes at the level of input of primary information. Reengineering and automation of these business processes allow us to ensure the principles of transparency, objectivity and increase the level of public confidence.

In this regard, the experience of the Republic of Kazakhstan is indicative. We analyze the work of the executive authorities of Kazakhstan - the ministry of labor, education, and science, health, tourism, and sports, and highlight the issues of the social sphere. Against this background, ministries have new opportunities in connection with changes to the constitution of the Republic of Kazakhstan in 2018. In addition to the executive branch, the Parliament's opportunities to ensure independence in making certain decisions are increasing. The constitution contains amendments that stimulate the formation of a modern party system; expanding powers of the Parliament with an increase in the number of deputies; the procedure for the election and grounds for the termination of their powers.

The new procedure for the formation of the government and the simplification of control mechanisms can increase the effectiveness of

the legislative influence on the executive. Constitutional reform predetermined new conceptual approaches to understanding the main socio-political institutions and the prospects for their development. A number of amendments and additions to the constitution make it possible to reinterpret the purpose of state power, the content of state functions, determine the principle of relations between state bodies, public associations; to involve civil society institutions more widely in the solution of state-significant tasks; establish legal standards that adequately change along with public relations.

#### **4. CONCLUSIONS**

E-Government maturity assessment as the transition to the use of technologies to generate public administration results, and not just to support government processes, requires coordinated and strategic planning, the use of digital technologies in all areas and at all levels of administrative resources. However, governments remain organized around units, each of which has clear responsibilities and processes, as well as their working methods, are integrated. This is a serious task to create broad political commitment and responsibility at the level of integrating the Digital Government into the overall strategic objectives of public sector reform. Governments need to control their own potential, norms, structures and management models associated with risks in line with their strategic vision of the Digital Government level, and vice versa.

It is crucial that governments understand the level of organizational maturity of the public sector in terms of project management methods and approaches and are able to achieve appropriate levels of maturity in relation to their needs and ambitions in order to optimize the impact and results of the digital public investment. The most effective model for evaluating E-Government is considered to be the model proposed by the representative of Gartner Andrea Dimator. It is relevant because it allows you to assess the complexity of integration in the vertical, horizontal and depth of the information impact and the stage of analysis of a large data amount, the construction of analytical systems for generating forecasts and automatic prompt responses to incoming requests from users of e-Government. Gartner experts believe that with the introduction of new technological solutions E-Government does not meet the general trends in digitalization, therefore, the term Digital Government is considered in the maturity assessment model.

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