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Social Responsibility as a Performance Indicator of Public Authorities

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Abstract

Further development of consolidated democracy in the modern world involves the implementation of the concept of responsible, socially significant and law-compliant behaviour of public servants. This urges the issue of defining social responsibility as a qualitatively new performance indicator of public authorities in public discourse. The research aims at analysing the relevance of the use of social responsibility as a criterion for evaluating the work of public authorities. The relationship of the social responsibility and professionalism development processes is analysed from the angle of public administration, and their impact on ensuring the effective implementation of competencies by public authorities is determined. The article analyses professionalism styles, substantiates the reasonability of wider application of professionalism as a factor capable of ensuring the introduction of social responsibility by public authorities for the effective implementation of their competencies. The theoretical approaches of New Public Management and Good Governance for the development of a socially responsible approach in the work of public authorities are analysed. Emphasis is placed on the practical significance of Good Governance in ensuring the sustainable development of public sector organizations and their transparency as an important factor and consequence of the realization of social responsibility principles. It is concluded that the ongoing implementation of social responsibility approaches in the work of public authorities in the 10's of the 21st century has been re-actualized. It is generalized that social responsibility is a means of maintaining the integrity of society, ensuring social justice, social relations development. It is determined that the social responsibility level of the state is a performance indicator of public administration. It is concluded that effective corporate social responsibility requires the development of a regulatory mechanism of public administration and public-private partnership.

Keywords: *public administration, public administration models, New Public Management, Good Governance, leadership, corporate social responsibility*

1. Introduction

The effective transformation of the public authorities' competencies and the optimal distribution of powers between them largely depend on the values of employees and their teams. This is an important condition for creating an effective public administration structure. The distribution of competencies between public authorities becomes perfect, optimal and coordinated due to its successful implementation in the public administration practice. Social responsibility helps public authorities to create positive effects not only for their stakeholders, but for society as a whole. (Tetrevova & Jelinkova, 2019). Public authorities can, however, also play an important role in supporting the socially responsible behaviour of other businesses and the public sector (Tetrevova & Jelinkova, 2019). To practically ensure high performance of public authorities when reforming the management system, we consider it appropriate to develop theoretical and methodological generalizations on the application of social responsibility impact.

The research aims at analysing social responsibility as a factor of professionalism, awareness and implementation of competencies by public authorities, which are undergoing significant changes in the need for ensuring further transparency in the work of public authorities. The research objectives include: conceptual analysis of the concept of "social responsibility of public administration"; empirical study of social responsibility and its practical manifestations; determination of peculiar content and procedural features of social responsibility of public authorities as a performance evaluation criterion.

Society controls a certain degree of transparency in the use of public funds in terms of particular situations, transactions and services. Therefore, the social responsibility of a public organization largely depends on its transparency policy. Community security increasingly requires the involvement of new stakeholders. The possibility of involving the private sector, non-governmental organizations or even individuals as new stakeholders in the decision-making process at the national or local level may become a new perspective for understanding social responsibility (On & Ilieş, 2012). For example, public-private partnerships in crime prevention and community safety include a social responsibility component for both sectors (On & Ilieş, 2012). Public-partner relationships involving local government, police, NGOs, medical and educational organizations, the environment protection authorities, etc. are extremely productive. It is also important to revise the practice of socially responsible behaviour from the standpoint of improving the work of public authorities.

Social responsibility also involves sustainability of any organization or institution, their sustainable development. To maximize the results and positive consequences of its activities, the organization must also integrate the concepts of social progress, good governance and performance management in daily processes and actions. This problem has not yet been properly covered in current scientific researches.

In this paper, we rely on the hypothesis that if social responsibility is associated with the public sector, the public organizations build on highly responsible principles, while the foundations of their behaviour are socially legitimized. Besides, the following assumptions were important for the work: (1) in the public sector, the basis of social responsibility is transparency and cooperation with all stakeholders; (2) effective public-private partnership in the implementation of socially responsible projects has a positive effect on the image of business organizations and their financial performance, as well as the legitimacy of public authorities; (3) development of the regulatory and personnel mechanism, as well as effective communication strategies of public authorities with the public in national, regional and local contexts are an important factor for popularization, introduction of socially responsible behaviour in the public sector.

2. Theoretical Background

It is certainly appropriate to rely on scientific and methodological achievements of scholars on this range of issues in the study of the impact of social responsibility as a performance indicator of public authorities.

Modern researchers Steinfeld et al. (2017) investigate the relationship between work assignments provided by the public servants' professional orientation, and their social responsibility-related tasks. The research of scholars proves that specific professional tasks are performed and coordinated in view of social responsibility. If we link the technical nature of work assignments with social responsibility, it will provide a paradoxical view of the dichotomy of the administrative nature of the public sector manager's activities. On this basis, we can generalize that even the neutral tasks of both the public and private sectors have social function.

According to Kinderman (2013)., corporate social responsibility refers to a model that has expanded in recent years and can be described as a self-regulatory mechanism which help encourage organizations to take ethical responsibility for their actions. Social responsibility is also known in some countries as social partnership or is described as corporate citizenship, corporate social initiative, ethical business practices, and so on. (Kinderman, 2013) An important issue is that many organizations have decided to make corporate social responsibility part of their development strategy, especially because of their significant stakeholder influence.

Public authorities have numerous and diverse stakeholders. According to the authors, the best way to understand the meaning of social responsibility is to apply the same approaches to its interpretation to both the public and private sectors (Harper et al., 2012). And this responsible management approach begins with well-established relationships with key stakeholder groups.

According to Córdoba et al. (2014), the role of public administration in achieving the goals of corporate social responsibility is crucial. Social responsibility should also apply to organizations that are not narrowly established to achieve this goal. The content of social responsibility implies a standing companies' commitment to behave ethically and promote sustainable economic growth, indicates the need to further improve the quality of life of employees, their families, as well as the local community and society as a whole. The problem of studying the role of social responsibility as a performance indicator of the public authorities is a topical issue in the world science of public administration. This is due to the dynamics of the Good Governance principles and simultaneous exacerbation of social problems in the modern world (poverty, ensuring decent living standards under economic instability, the spread of non-discriminatory practices, etc.), which must be addressed by public authorities (Córdoba et al., 2014). The task of public policy is the maximum implementation of horizontal programs, so the study analysed a number of works by modern theorists on successful cases of implementation of the principle of social responsibility in public authorities (case of the penitentiary system, health care system, education system, etc.) (Garde & Lopez, 2018).

The case-analysis became the bases for the conclusions and generalizations, determining the factors of social responsibility development in public authorities. While business implements this social responsibility concept quickly and efficiently understanding its need and effectiveness, its implementation in public authorities is quite slow (Forte, 2013).

The application of temporal analysis of the evolution of theoretical and practical content of the concept "social responsibility" is methodologically valuable. Researcher Modic (2008) performs a temporal analysis of the state social responsibility as a "leading example" of social responsibility.

The Good Governance theory quite successfully allows the public administration to harmoniously combine the task of ensuring a quality end result of the public sphere under fair distribution of resources for public purposes. The facilitator state's main task is maintaining a partnership to ensure the public interest (within the framework of the Wilson's dichotomy approach).

The team of modern theorists (Bowen, H. et al., 2013) emphasizes the implementation of the stakeholder ethical behaviour principle, which assure the clear re-actualization trend of the social responsibility idea, which arouse after the global crisis of 2008-2010 and continues to date.

For these authors, social responsibility expresses a fundamental morality in the public organizations's behaviour towards society, which involves adherence to the mutual respect and ethical behaviour approach towards stakeholders, as well as recognition of the fair "spirit" of the legal and regulatory environments (Bowen, H. et al., 2013).

In the context of the social responsibility discussion, Haddiya et al. (2020, pp. 1030) emphasize

the priority of ensuring sustainability in the development of public sector organizations in an unstable socio-economic environment.

Naseem et al. (2019) assure that the financial performance of companies that ensure transparency and publicity of information on corporate social responsibility is better than that of non-disclosing companies. This confirms our position on the importance of transparency in ensuring corporate social responsibility. Similarly, Doğan & Değermen (2016) point out that the development of information technology facilitates disclosure of socially responsible behaviour, and this is a common strategy. In order to define social responsibility as a performance indicator of the public authorities, it is advisable to consider the interdependence of public servants' social responsibility and professionalism. These are the starting points that theorists suggest.

Social responsibility as an indicator of professionalism is of great importance in the work of public authorities, as their professionalism determines the ability to develop and make effective decisions, have social responsibility in public governance and public administration, the ability to use appropriate tools for social development, economic regulation, public finance, communications, constitutional and legal principles of governance and administration. In this aspect, social responsibility is manifested in the communication skills; teamwork skills; willingness to cooperate and resolve conflicts. In the context of professionalism, social responsibility should be considered in two aspects, namely:

1) as the duty of the individual, management, organization, public entity to make decisions and carry out activities in areas that increase welfare, meet the interests of society, company, community and each individual, reflecting the ethical and moral aspect of social relations (Bouckaert, 2017);

2) as a universal form of communication and interdependence of the individual, state and society, their ability to assess the consequences of their activities for sustainable social development, as the best option for the coherence of interests, rights and responsibilities of public actors, which is a kind of mutual restriction of their actions regarding natural, economic, social and cultural realities (Doğan & Değermen, 2016).

American scholars Skilton & Purdy (2016) raise the issue of assessing the public authorities' responsibility. The transparency principle contributes to increasing government legitimacy and the achievement of goals in the socially responsible activities. The state shows the public how much resources have been spent on a particular social initiative and why it is important. Italian scientists Torrecchia & Gulluscio (2014) also analysed this factor and assured in the primary role of the factor of openness and transparency of public authorities in ensuring their social responsibility. Dankova et al. (2014) consider the importance of social responsibility standards.

According to Ademukova et al. (2017), social responsibility is the public actors's obligation to strive for the strategies, to make such decisions or to carry out such activities that are desirable in terms of society's goals and values. Social responsibility is limited by frames: public — social activities, environmental — environmental activities, and economic ones. The so-called stakeholders, individuals, groups or organizations that influence the company's operation are important persons for the implementation of the social responsibility concept (Albareda et al., 2006). These "stakeholders" include: owners, shareholders, investors, government, NGOs and special interest groups, communities, the media, employees, consumers, suppliers and business partners, competitors (Albareda et al., 2006). The question is why being a socially responsible company, first of all, means to understand the company's position not only in the market but within society, and to know the benefits not only of current short-term profit, but also the benefits of long-term recognition of society (Albareda et al., 2006).

3. Methods and Materials

Achieving the aim of the study requires analysis of the current state and potential of public authorities' social responsibility by content analysis of the powers of public authorities, assessing public opinion, methods of analysing recent research of foreign scholars. This research paper involved the method of theoretical generalization and comparison, as well as the method of structural and functional analysis.

An attempt was made to assess the manifestations of the implementation of the social responsibility principles in the public sector using methods of collecting and analysing statistical data. The methodology of analysing the context of public servants' social responsibility provided for the correlation of public authorities' social responsibility with the public servants' professionalism. Professionalism means the ability of public servants to communicate effectively in the public sector, to distribute resources fairly to ensure the public interest, to maintain and build public-private partnerships, and to have fair and equal "rules of the game" in the public sector. The application of the comparative method to compare the two theoretical frameworks — New Public Management and Good Governance — is methodologically valuable. This helped to determine the importance of the concept of Good Governance for the development of public authorities' social responsibility at the present stage and its role for the development of a consolidated democracy.

4. Results and Discussion

Social responsibility is most often mentioned in the context of corporate management analysis. From the middle of the 20th century, the first published work on social responsibility (Bowen, 2003) laid the foundations of the modern corporate social responsibility concept and became the background for accumulation of practical experience of its application. In the late 1960's, early 1970's in the United States, Britain, Japan, Germany, this concept grew into the concept of socially responsible business, which should be concerned not only about profits and taxes, but should also help society solve social and economic injustice, income gap, environmental problems, adaptation of socially vulnerable groups, etc (Business for Social Responsibility, 2016).

In the 1990's, the system of corporate responsibility spread from corporations to medium and small companies. Accordingly, a new approach to social responsibility was formed, which provided for the wide application of this concept not only to large business entities, but also to small and medium companies and even state-funded organizations, cities and entire countries (Hofstede, 2001).

At the beginning of the 21st century the social responsibility concept is becoming increasingly global, which involves the introduction of social responsibility standards in most organizational structures. In addition to companies of all sizes, these standards are beginning to be implemented by public authorities, such as ministries, regional or municipal authorities.

Let's identify the main effects of public authorities' social responsibility:
- improvement of environmental processes;
- productivity and, accordingly, income growth, cost savings with the use of environmentally friendly and energy-saving equipment;
- establishment of the public authorities' reputation;
- increasing the brand value, saving resources to establish relations with the public authorities and supervisory bodies;
- human resources;
- saving resources through retaining qualified specialists;
- access to new markets;
- standardization in compliance with the international criteria;
- effective risk management — timely and prompt access to relevant information and the ability to respond quickly to problems in the region.

Public authorities need most of these areas. That is why many countries have a state policy to support and promote social responsibility. It is one of the tools to increase the public confidence in the work of public authorities, the government, increase the competitiveness of the economy, increase its investment attractiveness, strengthen public PR (Kucharčíková, 2014).

Thanks to the social responsibility concept, public authorities can create positive effects not only for their stakeholders, but also for society as a whole. However, public authorities can also play an important role in supporting the socially responsible behaviour of other businesses and the public sector (Leal Filho et al., 2021; Tetrevova & Jelinkova, 2019).

The mechanisms of this support are different — from guidelines for the implementation of social responsibility projects to the adoption of legislation that stimulates the development of social responsibility. In many countries, governments start with state-owned companies and bodies. Social responsibility is integrated into the public policy of such countries as Denmark, France, Finland, Sweden, etc.

With the introduction of decentralization policy, Ukrainian society expects the authorities to move to a customer-oriented model of behaviour, increased transparency and accountability, compliance with legal norms, and respect for human rights. Therefore, public authorities must act in the interests of the people.

The optimal distribution, mutual recognition and effective implementation of public authorities's competencies is carried out through their social responsibility by complying with their respective obligations to the state, business, community, civil society institutions and citizens.

The International Standard ISO 26000:2010 Guidance on Social Responsibility (ISO, 2010) is the regulatory and methodological background of current practices of socially responsible activity of public entities. Although this standard is not intended for use by public organizations in the exercise of their executive, legislative and judicial powers, public authorities may use it not only to communicate their policies and results on social responsibility, but also to regulate the system of responsibility in society as a whole.

In practice, the level of effectiveness of social responsibility as an indicator of the public servants' professionalism can be checked through a survey. Let us consider the case of Ukraine.

Public opinion of Ukrainian society quite clearly translates the desired image of public authorities' social responsibility. This is evidenced by the results of a sociological survey conducted in 2019 by the Ukrainian Institute for Social Research (2019) among public authorities of three regions of Ukraine (Kharkiv, Poltava and Sumy), which acted as experts in state social policy (Table 1). The total sample was 45 respondents, who were asked to rank the values of the proposed social responsibility factors by matching five options from the 13 most common.

Table 1: Social responsibility efficiency factors as public authorities' professionalism indicator (according to employees of public authorities of Kharkiv, Poltava and Sumy regions, Ukraine)

Item No.	Social responsibility efficiency factors	The share of Respondents (%)
1	Detailed legislative enshrinement of the senior officials' social responsibility for administrative activities that resulted in destabilization, social damage and losses	64
2	Detailed legislative enshrinement of social responsibility of civil servants of all branches for administrative activities that resulted in destabilization, social damage and losses	60
3	Socially responsible activity of central public authorities	56
4	Introduction of the shared responsibility principle in the interaction of branches and levels of government with simultaneous delegation of competencies, powers and corresponding resource provision for social programs	49
5	The level of competence and professionalism of the public authority employees	40
6	The degree of interaction between local executive bodies and local self-government bodies	38
7	State assistance in involving a significant number of civil society institutions and volunteers in the implementation of social policy	36
8	Socially responsible activity of local executive bodies	31
9	Socially responsible activity of the representatives of local self-government bodies	29
10	Legal regulation of the strategy and principles of social policy organization	27
11	The level of competence and professionalism of local self-government employees	26
12	Variety of forms of social protection and social security of the population, their targeting	24
13	Introduction of new social technologies and self-governing mechanisms in the social protection practice	20

Source: compiled by the author based on Ukrainian Institute for Social Research (2019)

It is easy to see that respondents identify three groups of factors to effectively solve social problems. The most important of them are detailed legislative enshrinement of social responsibility of senior officials (64%) and civil servants of all branches of government (60%) for administrative activities that resulted in destabilization, social damage and losses; socially responsible activities of central government (56%); introduction of the shared responsibility principle in the interaction of branches and levels of government with simultaneous delegation of competencies, powers and the corresponding resource provision for social programs (49%).

The second group of factors, supported by more than a third of respondents, is the level of professional competence of local government employees (40%) and the degree of their interaction and understanding with public authorities (38%), as well as state assistance in involving a large number of civil society institutions and volunteers (35%).

The third group of efficiency factors of public authorities' social responsibility is connected with socially responsible activity of local executive bodies (31%) and local self-governments (29%), and also with legal regulation of strategy and principles of the social policy organization (27%), the level of local self-government employees competence (26%), the variety of social protection forms and strengthening its targeting (25%). Only 20% of respondents consider it necessary to introduce new technologies and more effective self-governing social protection mechanisms to increase the effectiveness of regional social policy.

Thus, from the point of view of respondents — civil servants, the obvious priority of state social responsibility as an indicator of public authorities' professionalism is to strengthen personal social responsibility at all levels of the state hierarchy — from ordinary civil servant and local government representative to senior officials and institutional social responsibility of public authorities on a shared responsibility basis.

In our opinion, the main ways to improve social responsibility in Ukraine should be generalized and considered from three perspectives: first, deepening the constitutional and political responsibility of the state, public authorities and officials for the performance of state functions and official duties; second, improving the state social policy, which directly affects the quality of social life of society; third, the introduction of the shared responsibility principle as the basic principle of professional management within the public authority institutions.

The public authority's social responsibility concerns: the proper implementation of the competencies of state government bodies, local self-governments and officials; management system in these institutions, built on standards, principles and rules of proper ethical activity.

In terms of social responsibility, the following points are important to ensure the effectiveness of the transformation of the public authority's competencies:

- comprehension by individual and collective actors of the essence of social responsibility as a reality that concerns everyone (when alienation is nothing but unconscious or rationally justified social "unconsciousness" of individuals, groups, entities, the state;
- awareness of the social essence, meaning and content of the activities by each participant (subject, actor, creator), in particular by the participants of the public administration domain, in the systemic process of life of society and the environment (Baldo, 2015);
- coordination between social actors of the distribution of functions, subjects of activity, spheres and nature of social responsibility, as a measure of proper provision of the intended (planned) result (Barbu & Capusneanu, 2012);
- ensuring the synergetic effect of the interaction of actors in ensuring social responsibility in society by coordinating their original or derivative, basic or auxiliary status and role, generating or translating social results in the nature of their activities (Modic, 2008);
- development of social responsibility ensuring models, in particular: of pluralistic type, when there is a joint responsibility for the development of common activity parameters (goals, objectives, implementation mechanisms) and the result, and personal responsibility for the results in their segment;
- monistic type of responsibility, when the social responsibility of the actors (participants)

relates to their areas of common cause, and the coordinator — for the adequacy of goals, objectives, mechanisms, for the process coherence and the end result (Heyne, 1998).

In 2017, France adopted a law on corporate social responsibility (Corporate Duty of Vigilance Law), which obliges companies to analyse risks to workers and the environment, implement social programs to protect human rights and freedoms, as well as the environment (Global Business and Human Rights, 2017).

The aggravation of the economic, social and environmental situation caused by short-sighted decisions of the authorities, actualized the issues of responsibility ecologisation, the transition from technocratic motivation of public servants to humanistic, socially oriented.

Social responsibility implies the ability and willingness of a public authority to be aware of the consequences of its actions and choices, as well as ensuring trust at all levels of society, both to each other and to organizations and authorities. Trust is the basis of the legitimacy of power and, on the other hand, contributes to the sustainable development of society and accelerates the decision-making and implementation process (see Table 2).

Table 2: Perspectives of public authorities' social responsibility

Perspectives	Internal	External
Features of regulatory support	Basic law	Basic and branch laws
Examples	Social dialogue, innovation, labour protection, wage stability, labour stability, appropriate working conditions, social insurance, gender equality	Cooperation with local communities, promotion of small and medium business, reduction of corruption, socially responsible investment, development of civil society, reduction of company operation risks, environmental protection

Source: author's development

A low level of trust in public authorities can manifest itself in the free rider phenomenon — when individuals or organizations enjoy benefits for which they do not pay or which they have not earned in terms of the public good (Heyne, 1998). Social responsibility programs in the public sector face increased costs and reduced efficiency due to free riders (Cambridge Dictionary, n. d.a).

The latter try to make the fullest use of free goods or services organized to help the vulnerable segments of the population. Another manifestation of this problem is tax evasion, concealment of income, as well as the factor of unethical practices in the public sector.

Corporate social responsibility can be considered a subtype of social responsibility. The latter depends on building partnerships between business and the state. This partnership provides that public authorities show more responsibility to the state where companies are not ready to participate, in particular through:

- regulatory support, proper operation of regulatory authorities and creation of effective mechanisms for providing public services;
- probable creation of a council or agency that will promote the development of corporate social responsibility;
- eliminating corruption and promoting transparency in government-business relations;
- providing tax incentives to encourage spending in the public sector under the approach of understanding costs as benefits (Handy, 2009).

The two main narratives of current public administration models based on the application of the New Public Management and Good Governance may contain methodological value for building up social responsibility of public authorities.

The concept of New Public Management was conceptualized in the 1980's on the basis of the then practice of using privatization tools and decentralized executive power (Albareda et al., 2006). This

model of "steering not rowing" assumes that the "center" establishes strategic directions of activity, and the "periphery" has operational freedom for their implementation. The result of this model is a more efficient and more results-oriented public sector.

The practical implementation of approaches to ensuring public authorities' social responsibility requires the parallel use of Good Governance components, which eliminates some shortcomings of New Public Management. A comparison of the principal components of the NPM and GG models is given in the Table 3.

Table 3: Components of the New Public Management and Good Governance models

New Public Management	Good Governance
Economic narratives are the main criteria for the activities of public authorities	The activities of public authorities (current and future) are carried out in accordance with the social justice objectives
Measurement of productivity, particular goals of economic performance	Self-regulation is an important principle of institutional capacity, and is important for achieving social efficiency goals
Entrepreneurial management	Collegial management of the public sector, project activities management
Effectiveness as a basic principle	Responsibility, transparency and engagement as basic principles
Focus on efficiency, productivity goals	Focus on government legitimacy, democracy, social goals
Productive value for money	Social significance of activity
Diversity and enabling choice	Integration and planning
Key characteristics: professionalism	Key characteristics: responsibility and compliance
Supporting the development of key functional skills in staff	Supporting the staff in developing interaction, teamwork skills
The basic principle of internal governance: autonomy	The basic principle of internal governance: accountability
Public service is one of the services on the market	Public service is a public good
State is a "night guard"	Facilitating state

Source: author's development

Good Governance with a strong focus on partnerships has great potential to overcome such shortcomings of NPM as:
1) secondary role of social problems;
2) increasing social inequality level;
3) reducing the role of the state.

Good Governance provides equality, innovation, a strong focus on social efficiency of the state, so it can become a theoretical basis for the development of public authorities' social responsibility.

However, the practical implementation of the concept of Good Governance in the field of social responsibility has some problems. These are, for example, problems with ensuring wide involvement in decision-making, wide communication, access to information necessary for decision-making.

In our opinion, the concept of Good Governance can be a good theoretical approach to the development of government's social responsibility. It can be the basis for building a model of multilevel governance, which includes network partnership and network management. Network management involves partnership on the basis of contracts, the establishment of non-hierarchical alliances for mutually beneficial cooperation in order to achieve common goals (see Figure 1).
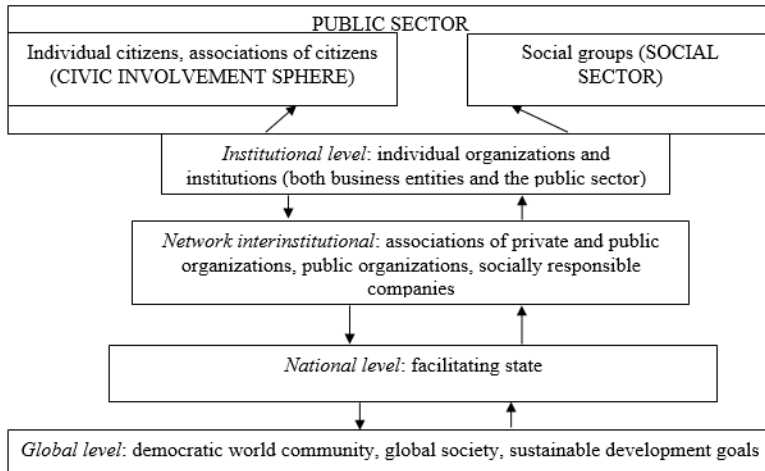
Figure 1: Multilevel institutional model of social responsibility in the public sector
Source: author's development

The multilevel governance model allows reflecting a wide range of interests of a large number of stakeholders, transparent procedures and management tasks, continuous professionalization of management which is hypersensitive to external challenges, legitimized common principles that significantly affect the system integrity. The state's role in the multilevel governance system is to coordinate, direct state intervention to create equal conditions for all actors, promote self-regulation of the public sphere (Schrempf-Stirling, 2018).

The implementation of the multilevel governance depends on the availability of a specific subset of government mechanisms. On the other hand, the informal relations that exist between public and private actors in the policy-making process are more correctly perceived in the context of network management. As Wal (2017) wrote in his works, the model of multilevel governance protects the system of public administration from its mechanical representation as a set of mutually regulating elements which are external to society. We agree with the scholar's position (Cambridge Dictionary, n. d.b).
Socially responsible organizations unite with charitable foundations to help individuals in need of support, cooperate with schools, universities, create courses and provide grants for innovative startups, participate in the development of local infrastructure.

5. Conclusions and Prospects for Further Research

The research led us to the conclusion that in the field of public administration the mutually coordinated development of social responsibility and professionalism is an important factor of complex influence on ensuring the effective realization of intellectual and functional competencies by public authorities.

The definition of social responsibility as the degree to which the actions of social actors (including public authorities) conform to mutual requirements, current legal and other social norms, and common interests seems to be more comprehensive. Therefore, responsibility implies the performance of certain duties in the public interest. Responsibility is a means of maintaining the integrity of society, ensuring social justice, the development of social relations. The level of the state's social responsibility is a performance indicator of the entire public administration system.

To ensure the effectiveness of the public authority, it is important that the public servants understand the content and meaning of social responsibility, each participant's awareness of the public

essence, the significance of the public interest, mutual coordination of responsibilities.

It is worth noting that social responsibility as a performance indicator of public administration can only as a result of its long-term, sensible cultivation. Social responsibility is a form of comprehension of its social essence by the subject and adequate conscious activity. In this sense, corporate social responsibility is formed, institutionalized and developed as a professionalism component. And the latter, in turn, is the basis for the development of social responsibility.

Consideration of social responsibility of public authorities in the context of public servants' professionalism proves that this is a significant indicator of their professional development and level of civic culture. Public authorities must adhere to the social norms generally accepted in society, perform their role responsibilities and be prepared to report on their actions. Therefore, the formation of social responsibility as one of the most important professional qualities of public authorities requires purposeful differentiated work with society and public sector employees. Therefore, the formation of social responsibility as one of the most important professional qualities of public authorities requires purposeful differentiated work with society and public sector employees.

Thus, in the context of the establishment of an effective public administration system, it is advisable to focus further research on the development of measures for the use of social responsibility as a performance indicator of public authorities.

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