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## The problem of determining modern directions of quality development in the field of public services

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**Abstract.** *Improving the quality of public services is characterized in the works of modern researchers as a prerequisite for the development of the state nowadays. Its transition to a higher level of development should be science-based management model, considering the interests of citizens, and be aimed at maximizing the satisfaction of the public needs to the quality of public services.*

*The subject of the study is the current directions of quality development in the field of public services. The objectives of the study - to analyze the experience of developed countries in the modern organization of high-quality provision of public services; determination of directions for the development of the quality of public services in Kazakhstan.*

*The article deals with the development of the quality of public services on the basis of digital government. The digital transformation of public services now characterizes a developed public administration. However, there are challenges in providing digital public services. The article examines such experience of developed countries. It is concluded with possible directions of development of the quality of public services in our country, as technologization and customer focus. The practical significance of the research is that the results of the study can be used as a basis for research, analytical and project activities in the field of development management of the quality of public services to the population at the present stage.*

**Keywords:** *public services, quality of public services, quality management, digital public services*

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**Introduction.** The past two years the world have seen a massive expansion of digitalization in the public service delivery sector, enabling all countries around the world to overcome the health and economic crisis caused by the COVID-19 pandemic (coronavirus infection) as well as providing the capacity to counteract coronavirus development globally. Thus, the digital transformation of public services today characterizes the developed public administration. However, at the moment there is a problem of determining the quality of public services provided to the population, the directions of its development are not sufficiently formulated.

In particular, in the conditions of our country, transition to digital format for the implementation of public services occurred en masse, spontaneously, difficulties arose in their implementation, in particular, in the form of incorrect operation of the state information system, etc. This had objective reasons, in particular, insufficient resources, insufficient level of preparedness of the parties. Which caused the problem of the quality of public services in the context of the modern development of society.

The subject of the study is the current directions of quality development in the field of public services. The object defines the concept of the quality of public services in the developed countries of the world. The task of the study is to analyze the experience of developed countries in the issues of modern organization of high-quality provision of public services to the population; determination of directions for the development of the quality of public services in Kazakhstan.

The current moment of development of digital public services in Kazakhstan is characterised by mass distribution and spontaneity, which contributes to the growth of problems in the provision of public services to the population. That is why the study aims to analyze the experience of developed countries in the organization of quality provision of digital public services to the population.

**Materials and research methods.** This article has a research direction. We use theoretical research methods, in particular, the analysis of foreign experience in ensuring the quality of public services at the present stage of development. This article clarifies the content of the concept of quality of public services at the present stage of development, discusses the quality of digital public services.

To do this, we consider it correct to use an analytical approach, using methods that allow for logical analysis: search, comparative, abstraction, generalization.

The article uses statistical methods, as well as data from statistical reports carried out by the author as part of a research group based on the Astana Public Service Center (ACSH) in 2018, and in 2022 on the aspect of respondent satisfaction research. A comparative analysis of the data is given.

**Results and discussion.** Speaking about the problem of determining the modern directions of quality development in the provision of public services, it is necessary to build the development of research based on the evolution of knowledge in this subject area. Let us dwell briefly on the theoretical aspects of the quality of public services provided to the population at the present stage.

We will also indicate what specific criteria determine the quality of public services are highlighted at the present stage.

It is important to note that the issue of public service delivery goes back thousands of years, since some rudiments of public services can be found in ancient China, since already in the 6-7 centuries irrigation, the canal system, grain reserves were in the state's department. In ancient Rome, pension subsidies and taxes were under the special control of the state [1]. However, for our research, the current state and study of public services and their quality in foreign countries of the world are of particular value.

As the analysis of research on public administration development shows, the current processes of global digitalisation have a direct impact on the implementation of digital technologies in public service delivery, forming a new paradigm of "digital era public administration" [2]. The concept of digitalization - in our study we use the utilitarian concept of digitalization as the application of digital technologies in the process of public services - is not defined in science at this stage and is at the stage of development, however, the current development of research thought has passed the following stages:

1. The actualization stage. At this stage, science has described the key trends in the development of modern public service quality based on the analysis of various sectors of economic and social development [3], In the works of researchers, conclusions are made:

- The introduction of digital, innovative technologies "makes it possible to drastically improve performance by expanding the volume of operations" [4]-[5];
- the possibility of a favourable impact on the satisfaction of the needs of the public service consumer has been noted [6];
- opportunities to manage the quality of public services for citizens [7];
- Opportunities to improve the performance of public functions through the introduction of flexible management models [8];
- opportunities for developing citizen participation mechanisms [9] and involving citizens in the process of creating and delivering public services [10];
- Opportunities for effective consideration of individual needs of citizens in the interaction with the State [11].

2. The development phase of digitalization of public services led to an understanding of the need to "use digital technology as an integral part of strategies to modernize public management

systems to improve the delivery of public goods”, and became associated with the notion of modern quality of public services to the public [12], [13], [14]. At this stage, researchers have come to the conclusion about the need for subjective evaluation of the quality of public services by the population [13].

According to recent data, foreign countries have recognized the need for digitalization of public services at the state level, models for its effective implementation in public administration are being developed, international experts are involved in the work and discussion on digital platforms in order to develop proposals and programs for its practical effective implementation [15], [16]. It is important for us to understand that all contemporary researchers link the quality of public service delivery with the level of its digitalization, and suggest that the efficiency, effectiveness and soundness of public administration should be improved, but no country in the world has completed digitalization of public services, hence the conclusion about the need to continuously monitor the efficiency and quality of public services in the changing world of modern public administration.

Currently, the leading place in the implementation of quality systems is occupied by such countries as: Great Britain, South Korea, Germany, USA, France, Italy, Singapore, and in the organizations of these countries that implement public services there are more than 400,000 certified quality systems [17]. The concept of improving the quality of public services in the above-mentioned countries is actively supported at the level of Government. Competitions for the best quality are announced, various prestigious awards are established, including the world-famous Awards: Deming (Japan), Baldrige (Latin American), European Quality Award. In order to have a complete picture of the quality of public services provided in various countries of the world, to see the differences in the functionality of public services of one country from another, we have developed a table of characteristics that clearly represent the criteria and indicators of the quality of public services (Table 1).

Table 1 – Indicators and characteristics of the quality of public services(in developed countries of the world)

Country	Indicators and characteristics of the quality of public services
UK	Standardization of public services. 40 Public Service Charters have been developed, in addition, each locality has developed its own service charters taking into account the terrain, clear standards of services, openness and completeness of information, providing advice to the public the possibility of choosing services, the right to appeal; respect for the rights of citizens; efficient use of resources; introduction of innovations; Collaborate with service providers feedback from the population; the degree of satisfaction of consumers of services, tables of public services performance, National Charter Badge Award [18]-[19]

USA	<p>Clear standards of public services have been developed.</p> <p>There are special bodies that conduct explanatory work in the field of public services.</p> <p>There is a single reporting window for departments and services, you can find any reports, this service is used by experts.</p> <p>Self-control is used in the provision of services.</p> <p>CORE experts monitor quality assurance (1 time per year check the quality of service and issue a certificate based on the results of inspections).</p> <p>Involvement of citizens in decision-making [20]-[22].</p>
Singapore	<p>There is no classical system of providing public services, there are no multifunctional centers,</p> <p>Each department is engaged in the formation of a system for the provision of public services independently.</p> <p>There are front offices that work directly with applicants.</p> <p>There is a system of portals One-Stop-Portals on which information on a particular area of activity is concentrated.</p> <p>Automation and informatization of all processes of rendering public services.</p> <p>Sectoral approach to improving the quality of services. Favorable conditions for e-commerce [23]-[24]</p>
South Korea	<p>Automation and informatization of public services. Training seminars on the provision of public services or interactive surveys are conducted.</p> <p>A single portal «eGovernment» has been developed, uniting various administrative institutions.</p> <p>More than 2000 operations are available.</p> <p>A network of terminals in frequently visited places [25]-[26]</p>
France	<p>Benchmarking;</p> <p>public-private companies provide public services (operation of public limited companies, with funding from state authorities) [27]-[28].</p>
Germany	<p>E-government program «BundOnline». Planning the improvement of public services through the use of information technology.</p> <p>In the federal government, most services are provided using the Internet. Particular attention is paid to simplifying the registration procedures for small and medium-sized businesses.</p> <p>Investing in a person. The state is a partner of citizens [29]-[30].</p>
Canada	<p>Telephone service of the «single window» «311» consultations on the provision of public services. The method of reengineering to improve the quality of public services. Service model of the state. Elimination of redundant functions of the state [31]-[32]</p>
Finland	<p>Advanced regulatory framework for digital services.</p> <p>Open government and transparency of the public sector; citizens use existing e-government services;</p> <p>The public and private sectors ensure the connection of the population to digital services and the operation of a digital signature [33].</p>

As for the principal similarity, here we will highlight the following criteria:

Availability of a developed information infrastructure

The presence of a specially developed and tested regulatory framework in the field of public services, which allows you to regulate the quality of services, both the service procedure and the result provided by the consumer, through the complaint system.

Availability of a high level of information literacy of the population.

Analysis of the experience of developed countries in organization of qualitative presentation of public services to the population has shown that the EU countries, as well as Great Britain, the USA and Asian countries have solved the issues of standardization of public services, monitoring

of public services quality assessment is performed, for this purpose it is considered important to establish the level of satisfaction of population with the used services. Assessment of public satisfaction involves assessment of public awareness, assessment of the level of information literacy of the population, as well as effective operation of feedback system.

The results are transmitted openly, which makes it possible to identify shortcomings in the system of digital public administration for users, and to update solutions to problems. Assessment of the level of satisfaction of the population is carried out regularly, with a frequency of every two years.

Important, in our opinion, is the availability of a system of digital services in these countries. In particular, it was revealed that the most developed in the implementation of this services are the United States, where provisions on digital public services were developed already in the 80s [20] and Finland, where the first law on digital public services was adopted in the late 90s [33]. According to surveys of public satisfaction, it is clear that the current e-government is functional and effective. Public services to the population are maximally solved electronically on the Suomi.fi portal [33].

The concept of digital public services is related to the concept of digital government, which currently has no unified meaning. This fact is confirmed by the existence of a large number of authors using the term e-Government.

Thus, one of the first definitions of government was described in Gartner as “the result of the transformation of external and internal public sector relations by means of Internet-based ICT interventions to optimize the delivery of public and municipal services to citizens and businesses, to involve the electorate in public administration and to improve the internal administrative processes of government” [34].

By 2014, the UN has defined e-government (EG) as “governments using information technology in public administration to streamline and integrate workflows and processes, effectively manage data and information, improve the quality of public services, and increase communication channels for interaction and empowerment of people” [35, p. 23]. Other organisations - the World Bank, and the Organisation for Economic Co-operation and Development also point to the important functions of EG as “using ICTs to achieve better government” [35, p. 23], but we believe that enumerating the functions and activities of EG is not sufficient for its competent formulation. Nevertheless, the main function of e-government, is defined as the information “interaction of ministries and agencies in the joint provision of services to citizens and businesses”. [35, p.23].

Described interaction requires its subjects to have the means of access, for citizens these are EG-services, and the EG needs to have the means of adjacent levels interaction.

The governance process of EG implementation, like any other governance process, is based on effective coordination, planning and e-governance operations. As the researchers say, “under the influence of e-governance, a digital society is being shaped by the development of the information society” [35, p.27].

The concept of “digital society”, “digital government”, is even more new, and also like the concept of e-government, it has not yet been formulated in scientific research, although it is used. This can be seen in all the studies we studied, as well as in a number of review studies by Kazakhstani authors [38]-[41].

In addition, the latest extensive research highlights the identified challenges of e-government (“from universal access to new opportunities for greater digital inclusion” in all regions of the world [41]-[42]).

In these works, digital government and digital governance are characterized through a description of functions for the development of society. For example, the main characteristic of the digital society is the use of digital technologies by all interested parties.

Then for its functioning it is required:

1) the creation of conditions for free cooperation and interaction between the state, citizens and business;

2) the transformation of “the principles, nature, structure of government and administrative processes”;

3) the provision of “a high level of citizen involvement, and ensuring citizen trust;

4) the usage of “networked and embedded technologies” [41]-[42].

Therefore, the new requirements for the level of professional competence of employees were defined, requiring them to have digital skills and ability to use technologies to solve work tasks, as well as developed critical and analytical thinking.

In order to characterize the concept of public service quality, the understanding of a public service is to be formulated. We believe that today it is possible through the definition of the functionality of a service – its implementation. A public service is implemented by public authorities, which means that the concept and characteristics of a public service should be defined in legal, legislative and other documents. The analysis of regulatory documents showed that the concept of public service is interpreted by the Law of the Republic of Kazakhstan “On Public Service” in the following way:

«A public service is one of the forms of realisation of individual public functions or a combination of them, which are carried out upon or without application of the service recipients and are aimed at realisation of their rights, freedoms and legitimate interests, provision of respective material or non-material benefits to them» [36].

The analysis of the content of the concept of public service formulated above suggests that its main characteristic is the list of functional capacities.

Moreover, as the functionality of public service delivery in 2021-2022, during the pandemic, was sharply limited, the development of innovative forms of public service delivery as an inalienable right of Kazakhstanis was required.

The development of innovative ways of providing public services is a relevant and significant aspect of modern times, as the need to implement these services in a continuous mode is a demand of modern society.

This fact has led to changes in legislation, which has been reflected in the addition of the characteristics of public services in accordance with the Law of the Republic of Kazakhstan of 14.07.22, #141-VII [37]. At the moment this characteristic in subparagraph “About public services” of RK (with changes of additions as of 01.05.2023) is presented in par. 4-1 in the following form: “publicly significant service - a public service carried out on a continuous basis and aimed at satisfying the legitimate interests of society”. [36].

The above legal aspects allow us to assert that the term “public service” is revealed in terms of quality and accessibility, therefore, it becomes relevant to consider the functional aspects of the implementation of the quality of public services.

The objectives of public service quality management in the works of Russian researchers should achieve the goal of compliance with appropriate quality.

The elements of quality are defined as the essential characteristics of services (in this article it is believed they can also be defined as reference, or model); legislative establishment of reference properties of service quality (the certification procedure is implemented in practice); suppression of «inadequate quality service provision» [38, p. 61].

The definition of the public services’ quality cannot be solved at the local level (in particular, in Kazakhstan the strategy for improving the quality of public service delivery is defined at the state level, and its implementation is entrusted to the regional and regional administrations).

We believe that the effectiveness of adopting numerous local strategies to improve the quality of public services is not sufficient, as it creates multiple benchmarks/models. In particular, in practice, at the local level of administration there is a reasonable question: which quality benchmarks to follow?)

We believe that it is important to use common, statutory characteristics of the quality of public services implementation. Researchers of the quality of public services in the world are of a similar opinion.

It should be noted that in Kazakhstan, the solution to the problem of public services’ quality has been relevant for the last 10 years and is being addressed in a coordinating group with reliance on the best practices of international administrations, which led to the establishment

of the Astana Central Service Hub (ACSH) [43]. It began operations in 2013, when 25 countries joined the corporation, and is still operating effectively today, with 42 countries in the corporation. Since 2013, the vision of the concept of public service quality and its assessment parameters has not changed. Researchers believe the use of a consumer needs assessment tool to be effective. This tool allows identifying the under-satisfied needs of users of public services, which allows setting specific objectives in solving the identified problems.

Asserting the need to develop such a criterion of quality of public services as satisfaction of Kazakh citizens, we are based on the following grounds:

1. analysis of current world trends in assessing the quality of implementation of public services in the developed countries
2. data of a survey of Kazakhstani citizens on the relevance for them of areas of development of the civil service and provision of public services to citizens (conducted with the participation of the author on the basis of the Astana Civil Service Hall (ACSH)).

For the first question, we have drawn on the data in Table 1.

For the second question, we present data from a biannual needs assessment report conducted by the Astana Civil Service Centre (ACSH) on the basis of a consumer survey. The baseline survey for measurement was conducted in 2013, when ACSH was first founded. Two subsequent surveys were conducted in 2015 and 2018. On 15 March 2021, ACSH launched its fourth needs assessment survey, which was open to potential respondents until the end of May 2021. The results of the survey provide sufficient information to identify priority areas for cooperation in the area of governance and development of the civil service and public service delivery over the next two years. It assesses the interest in potential activities that support the development of the civil service and improvement of public service delivery. The survey was conducted online and consisted of 15 questions, including both respondent information - gender, occupation and job level - and the relevance of the Hub's capacity building activities in promoting networking, in meeting respondents' needs and expectations. We will focus on questions related to characterisation of the quality of public services and respondent satisfaction at this stage. A scale has been proposed for assessment:

- 1) irrelevant;
- 2) insignificantly relevant; and
- 3) relevant
- 4) very relevant.

It should be noted that no respondent chose the "irrelevant" scale. We present the result as a table (table 2).

Table 2 – Data from the 2022 needs assessment report of the Astana Civil Service Centre (ACSH)

How relevant to you are the following ACSH activities?	1) irrelevant;	2) irrelevant;	3) irrelevant;	4) irrelevant;
Capacity building in promoting networking	0%	0%	100%	100%
Meeting the need for development of the civil service in Kazakhstan	0%	12,5%	8,5%	8,5%
meeting your professional needs and expectations	0%	0%	100%	100%

The analysis of the data shows that 100% of respondents believe that ACSH networking activities are relevant and highly relevant to meet the needs in all areas.

We believe that this response unequivocally identifies a high demand for the digitalisation of public services in Kazakhstan to develop networks and meet their professional needs and expectations.

At the same time, respondents have little interest in the development of public services in Kazakhstan. As evidenced by the responses of insignificant relevance for 12.5%, and relevance for 8.5% and significant relevance for 8.5% of respondents. We suggested to conduct additional research in this area, which will identify problematic aspects in the development of civil service in the Republic of Kazakhstan and allow to solve them.

In the next question, respondents were asked to identify topics of interest for capacity building activities in public service development management.

The analysis showed that respondents ranked capacity building activities as follows (1) Institutional capacity building in crisis management and (2) Innovative solutions in the public sector.

Probably a few years ago, the interest in capacity building in crisis management would not have been as high, whereas the current situation has increased the importance of this topic.

Next is (3) Governance and Leadership, including remote leadership, and (4) Organisational Growth and Organisational Effectiveness.

All of the above topics are innovative for Kazakhstan, as their relevance has increased precisely during the pandemic. The least popular are accountability standards and recruitment and retention of civil servants.

We present the results (top -5) relevant to respondents in the area of capacity building from the 2018, 2022 survey for comparison in the table (Table 3).

Table 3. – Topics of interest for capacity building activities in public service development management according to respondents from 2015, 2018 and 2022

2015 г.	
effective human resource management	1
anti-corruption policy	2
professionalism and ethics in public service	3,4
motivation and remuneration of civil servants	5
2018 г.	
performance appraisal system of civil servants	1
improvement of public service delivery	2
E-government and use of ICT	3
competences and skills for high-performance public sector	4
Performance appraisal system of public authorities	5
2022 г.	
Institutional capacity building in crisis management	1
Innovative solutions in public sector	2
Management and leadership, including remote management	3,4
Organizational growth and organizational effectiveness	5

Consequently, the focus of respondents under the influence of various factors of external and internal environment changes significantly, hence the task of tracking the satisfaction of citizens in the area of quality management development of public services should be a priority. Understanding the current challenges that the public service is facing is an important benchmark for developing the quality of public services, and the citizen satisfaction criterion is an important indicator for this.

The indicator of satisfaction of the needs of citizens with the delivery of public services and its evaluation has been found to be the most effective tool for applied research. We would like to



note that the work of the ACSH) is based on assessment of the needs of consumers, in order to «promote public service efficiency by supporting the efforts of member governments to build the institutional and human capacity of the public service» [43, p. 4].

Thus, nowadays, the main issue in the delivery of public services is a question of quality, both in Kazakhstan and the developed countries of the world. Let's consider how this issue is resolved in the experience of developed countries in the organization of quality provision of digital public services to the population. We recognize that to date, the development of the administration of public services by digital means is relevant. As we believe, this feature has enabled public services and medicine to continue working during the pandemic, sharing the results of covid research around the world. In addition, the digital organization of public services solves the problem of accessibility, as well as ensuring equality of entitlement to public services for every applicant, regardless of any differences.

In Kazakhstan, foreign researchers have identified the problem of emphasis on activities in the organization, while the satisfaction of public services users is ignored [44, p. 3]. Meanwhile, it is necessary to understand the importance of providing a quality public service for its user. In particular, Colin Knox, Professor at the University of Ulster, (UK) points out that «One of the key problems in the planning and delivery of public services is that provider organizations (ministries, oblast, akimats and government agencies) focus on inputs and activities while neglecting the outcomes and impact of services on citizens. In that sense public services are provider-led and lose sight of the end user – the public for whom services are intended)» [44].

Thus, the problem of reorienting the provision of public services towards the citizens of Kazakhstan is becoming more relevant. However, Kazakhstan carries out regular monitoring of user needs assessment initiated by international experts within the framework of the work of the ACSH. Such assessment is carried out by all member countries, which makes it possible to carry out a comparative analysis of the results obtained. In particular, in Kazakhstan (in 2013, 2015, 2018) the problem of implementation of public services was identified:

«The problem with complex multi-level governance structures is that ministries, oblasts, and akimats work through separate functional mechanisms which offer citizens very fragmented public services, resulting in a lack of 'joined-up' government»[44].

At the same time, health and social care services, as complex as they are, are often provided by several agencies, leading to confusion, decentralisation and fragmentation. This makes citizens feel insufficiently satisfied when using public services. This problem is scientifically referred to as «bureaucratic paternalism», which is described by citizens as the «upside down» implementation of services [40, p.200].

Thus, the problem of quality of public service delivery to the population at the present stage is addressed by international researchers with a focus on assessing the satisfaction of the services users. Hence, we conclude that service quality standards should also be focused on the satisfaction of people using it.

Analysis of the experience of foreign countries in ensuring the quality of public services in the works of researchers is focused on the “service public” [45], which characterizes “satisfaction with the quality of the service”, and requires control of this process by the state. In practice, the implementation of the “service public” today is carried out by various institutions. This creates a problem in the performance of the quality of public services, and creates too many intermediary structures for the interaction between public authorities and citizens.

This problem is an obstacle to a fast service for citizens. This problem was first described by French researchers, who proposed getting rid of a multitude of redundant procedures. In practice, the task of identifying redundant procedures came up, for which new controlling departments were set up. Eventually, the initiative to reduce the number of redundant procedures as well as the number of officials involved in their implementation led to a proliferation of bureaucracy. This has been confirmed by French researchers, who reproach their state for centralization and bureaucratization [46].

In France, this has led to a movement for public administration liberalization. Over the past ten years, the presence of the state in many areas of service delivery to the public has been

reduced. The emphasis of «service public» reform in France has been shifted to the assessment of citizen satisfaction. For this purpose, important initiatives were formed [47], which resulted in formation of the Marianne's Charter, which specified the rules of behavior of civil servants in their contact with consumers [48].

We believe that France's experience can be applied in Kazakhstan, where similar problems of excessive bureaucracy and centralization of state administration exist, while liberalization and democratization are being declared. This problem is characteristic of many strong states, e.g. Germany, the economic leader of the EU. The same applies to Spain, Russia and other countries. Germany also faces the problem of a bloated bureaucracy. We are interested in Germany's experience of keeping a strong state vector of power (which is necessary for Kazakhstan as a strong state in Central Asia) while forming a «skinny state» (meaning the concept adopted by Germany on reduction of excessive personnel of officials) [49].

It is notable that the identified problems have been effectively solved by Germany while maintaining strong public administration. An interesting experience in addressing the quality of public services is presented by South Korea. As the ranking of countries implementing digital public services is showing, South Korea leads in recent reports on all quality criteria. The effectiveness of the ACSH has manifested itself in the fact that on its platform Kazakhstan has the opportunity to learn directly from the experience of colleagues, to receive support in training. Researchers distinguish European, Anglo-American and Asian models in organization of public services. It gives grounds to understand that there is no single concept of public administration development, as well as the one and only recognized criteria of quality of public services. However, a large number of quality development models have a common thing – customer focus [18]-[33].

**Conclusion.** Summing up the results of the work done, we can conclude that the current trend in the study of the provision of public services actualizes the problem of improving quality.

Achieving the quality of public service provision involves the scientifically based development of quality improvement proposals. To do this, we consider it very important to analyze the experience of solving problems at the level of leading countries in the provision of digital public services to the population.

When developing proposals for the development of public administration in Kazakhstan, we relied on the study of the experience of developed countries, identified the problems faced by the countries of the world, studied ways to solve them.

It is concluded that it is necessary to orient public services to the client.

As the analysis of a large number of sources shows, researchers substantiate such ways of solving the problem of the quality of public services, such as:

- technologization (which includes parameters for improving the quality of the technical side of the service: digitalization, computerization, and others);
- customer orientation (which includes parameters for assessing customer satisfaction with public services).

Thus, based on the analysis of the researchers' works, we came to an understanding of the priority of meeting the needs of customers in providing public services to the population. In general, this parameter includes a request to satisfy the quality of the technical side of the service.

We believe that the further direction of research on the development of quality in the provision of public services at the present stage of development of our state should be the study of citizens' requests for the quality of public services, in order to satisfy them as fully as possible.

Since the modern researchers analyzed above have linked the quality of public service delivery to the development and implementation of digital public services, the recommendation is that a model for its effective implementation in public administration should be developed. It is also important to use the analyses of contemporary researchers on the quality of modern public services, as strategic management is based on the need to take into account the outcomes of the previous stages of development.

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### **Мемлекеттік қызмет көрсету саласындағы сапа дамуының заманауи бағыттарын анықтау мәселесі**

**Аңдатпа.** Халыққа көрсетілетін мемлекеттік қызметтердің сапасын арттыру заманғы зерттеушілердің еңбектерінде қазіргі кезеңде мемлекеттің дамуының міндеті ретінде сипатталады.

Мемлекеттік көрсетілетін қызметтер саласындағы сапаны дамытудың қазіргі бағыттары зерттеудің мәні болып табылады. Зерттеудің мақсаты дамыған елдердің халыққа сапалы мемлекеттік қызмет көрсетуді қазіргі заманғы ұйымдастырудағы тәжірибесін талдау болды; Қазақстанда мемлекеттік қызмет көрсету сапасын дамыту бағыттарын анықтау.

Мақалада цифрлық үкімет негізінде мемлекеттік қызметтердің сапасын дамыту мәселелері қарастырылады. Бүгінде мемлекеттік қызметтерді цифрлық трансформациялау дамыған мемлекеттік басқаруды сипаттайды. Алайда халыққа цифрлық мемлекеттік қызмет көрсету саласында қиындықтар туындап отыр. Мақалада дамыған елдердің халыққа цифрлық мемлекеттік қызмет көрсету сапасын қамтамасыз ету мәселесі бойынша тәжірибесі зерделенеді: Мемлекеттік қызметтер көрсету сапасын дамытудың ықтимал бағыттары туралы қорытындылар шығарылады. Мұндай бағыттар технологияларды дамыту және клиенттердің қанағаттанушылығына бағдарлану болып табылады. Зерттеудің практикалық маңыздылығы мынада: зерттеу нәтижелері қазіргі кезеңде халыққа мемлекеттік қызмет көрсету сапасын дамытуды басқару саласындағы зерттеу, талдау және жобалау қызметінің негізі ретінде пайдаланылуы мүмкін.

**Түйін сөздер:** мемлекеттік қызметтер, мемлекеттік қызметтердің сапасы, сапаны басқару, цифрлық мемлекеттік қызметтер.

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### **Проблема определения современных направлений развития качества в сфере оказания государственных услуг**

**Аннотация.** Совершенствование качества государственных услуг, предоставляемых населению, характеризуется в работах современных исследователей как предпосылка развития государства на современном этапе.

Предметом исследования определены современные направления развития качества в сфере оказания государственных услуг. Задачами исследования явился анализ опыта развитых стран в вопросах современной организации качественного предоставления государственных услуг; определение направлений развития качества государственных услуг в Казахстане.

В статье рассматриваются вопросы развития качества государственных услуг на основе цифрового правительства. Цифровая трансформация государственных услуг сегодня характеризует развитое государственное управление. Однако в сфере предоставления населению цифровых государственных услуг существуют сложности. В статье исследован опыт развитых стран по вопросу

обеспечения качества предоставления цифровых государственных услуг населению. Сделан вывод о возможных направлениях развития качества предоставления таких государственных услуг в нашей стране, как технологизация и клиентоориентированность. Практическая значимость исследования состоит в том, что результаты исследования могут быть использованы в качестве базы исследовательской, аналитической и проектной деятельности в области управления развитием качества предоставления государственных услуг населению на современном этапе.

**Ключевые слова:** государственные услуги, качество государственных услуг, управление качеством, цифровые государственные услуги.

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