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The Level of Professional Development of Civil Servants in the Public Administration in Romania

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Abstract

Contemporary theoretical understandings of the quality of human capital employed in public administration show the key importance of the national-level factor. Global changes related to adapting the activity of a country's administration to the European one put even more weight on the issue of integration, capacity building, career development opportunities, cost optimization and improvement of human resources management.

This work contains theoretical information, extracted from

specialized literature, which reflects the importance that the human resource and its professional training have in society, with training in public administration.

Next, we will present a short but relevant questionnaire for the topic addressed, a questionnaire dedicated to civil servants from a central administrative authority in Romania, the respondents being both in management and execution positions.

Keywords: Public Administration, Human Resources Management, Civil Servants

1. Introduction

In recent decades, human resource management has become a major direction of reform and a key priority for administrative development.

Due to the process of optimizing resources, procedures and policies, human resource management has played an increasingly important role in the operation of companies, especially in the last 20 years, which has led to a better adjustment of the tasks performed by employees in according to their personal skills and work experience to maximize productivity, increase efficiency, minimize costs and generate worker satisfaction to consequently promote worker loyalty (Burgess *et al.* 2001)^[3].

The European Higher Education Area has created a priority by attracting talent from all countries, being an important guarantee of training and retaining a workforce that creates added value. In modern conditions, human resources can be defined not only as an important but also decisive factor for the success of the national economy.

The general changes of the world at the end of the 20th century and the beginning of the 21st century determine new directions in the development of administrative knowledge and practices to use and direct them to significant problems for people and society as a whole.

In this sense, Torrington (1989)^[7] is very accurate in the statement that "personnel management is formed at the expense of assimilating some additional aspects, forming and completing the body of specialized knowledge in continuous development.

Current studies show important differences between countries regarding the degree of change in human resource management. At one pole there are countries that are looking for fundamental reforms, and on the other - countries where the changes are smaller. In general, the influence of new public management ideas can be observed in many countries, but they are strongest and most influential in Anglophone and Nordic countries.

2. Theoretical framework

2.1 A Literature Review of the Human Resource Management

The issue of effective management of human resources in public administration acquires particular relevance and practical significance. The global crisis links the theme of human resource management to ensuring savings in the administrative system and maintaining administrative structures, without affecting the quality of their activities. In 1984, Fonbrun, Tichy, Dewanna, offered an interesting characterization of the human resource" A resource to be exploited, potentially decisive for the survival and growth of companies, fundamental in acquiring, maintaining and developing competitive advantage over competitors. A resource that must not only be taken into account in the implementation phase of corporate strategies, but which, on the

contrary, must already be taken into account in the strategy development phase. In this new directional paradigm, the relationships between the various components of the system are bidirectional, non-deterministic and non-finalist in nature”.

Due to the process of optimizing resources, procedures and policies, human resource management has played an increasingly important role in the operation of companies, especially in the last 20 years, which has led to a better adjustment of the tasks performed by employees in according to their personal skills and work experience to maximize productivity, increase efficiency, minimize costs and generate worker satisfaction to consequently promote worker loyalty (Burgess *et al.* 2001) [3].

The management of human resources in the administration has a direct relationship with the general regulation of the public function. And this is because by its very nature, the regulation of the public function is a process that consists in the introduction of objective criteria for the selection and development of employees, in general management and the democratization of the public function. The need for this process is to provide citizens with high quality public services.

Although it is subject to general principles and regularities, the civil service regulation process proceeds in a different way at the individual level.

The relationship between training programs and human resource management in administration is very close. From a modern perspective, personnel management complements one of the new performance-based public management approaches, while recognizing the key role of the human factor in the management process.

We cannot fail to mention the management of completeness when we talk about the improvement of human resources in the public administration, which, unlike other branches of management, is closely related to the management of the public sector and the New Public Management. This concept is also seen as a change in management culture, where the emphasis is on individual development and performance at work, thus, in competency-based management, employees are viewed as a major organizational.

In order to achieve a more efficient management of human resources and to increase the motivation, commitment, potential and improvement of work in a team of public administration employees, it is imperative, (being also the recommendations of the European Union) to periodically and systematically plan specialized training of employees. These preparations, which must take place periodically - to keep up with the changes and demands of society - are possible through the development of projects in this sense.

2.2 The improvement of human resources - a subject of continuous interest

The road to the modernization of the administration passes through the modern policy in the field of human resources to improve the system of continuous development of the skills, professional skills and qualification of the employees in the administration. The founding document that defines the priorities for the reform of the administration are in general the development strategies of the state administration that extend over four years.

Comparative analyses, found on the EUPAN website, of administrative systems in Europe on a large scale show the existence of two main ways of organizing the public service,

which in the specialized literature are designated as the career system and the position system.

I believe that some of the most effective training programs for human resources are those that involve physical exemplification on the part of public administration employees from other developed countries that can bring benefits on a national level.

These training programs must involve people from all levels of the organization, both those with leadership and executive functions. It is also important that these training programs are based on the real needs of civil servants, but also of citizens, and also take into account the level of education of employees.

Starting from the previous statement, which we can turn into a hypothesis, we will create a small questionnaire that we will present to a small group of employees from a central public administrative authority in Romania.

3. Methodology

A cross sectional study was designed and data were collected using structured self-administered questionnaires. Data were collected during the period 9-10 February and were collected using a self-designed well-structured questionnaire.

The questionnaire will be dedicated both to those who hold management positions and to those in the execution position.

The respondents had the option of answering - 'Agree'; 'Neither agree nor disagree' and 'Disagree'. Relative frequency (percentage) for categorical data was used, but there are also open questions where free answers were relevant.

4. Results

A total of 32 respondents completed the full questionnaire. Those with partially or incomplete answered responses were excluded.

Table 1: Date of Survey

Date of survey	Total: 32
09-Feb-23	19
10-Feb-23	13

Table 2: Profile of the responders

Civil Servants	Total	Percentage%
Management positions	7	2 %
Execution	25	8 %

Majority of the responders are employed in executive positions.

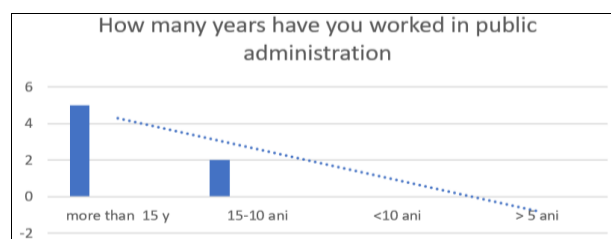


Fig 1: Information about the 7 respondents in management positions

We can observe the downward trend started from the age of 15 years towards the age of 5 years in civil servant activity. The following questions were addressed to the 5 employees with more than 15 years of experience:

Tabel 3: Level of professional training of civil servants (dedicated to the 5 respondents with the longest seniority in the organization)

Do you notice an increase in the activities dedicated to the improvement of civil servants in recent years? (compared to the early years of your activity)	Agree	Neither agree nor disagree	Disagree	Agree (%)
	5	0	0	100%
Do you think that new employees possess more knowledge, responding much more easily to the needs of the organization?	3	1	1	60%

Out of the 5 (first question), none answered negatively, which proves to us an increase in interest in improving the human resource. Also the 3 positive answers received to the

second question prove that the new employees have a solid foundation, but the 2 negative answers prove that civil servants need to participate in training courses.

Tabel 4: The level of professional training of civil servants (a self-analysis of civil servants)

	Agree	Neither agree nor disagree	Disagree	Agree (%)
Do you have the resources to complete all the tasks in your role?	24	0	8	
How do you feel about the information you receive?	22	3	7	
Do you feel your colleagues and seniors communicate information with the utmost clarity?	23	3	6	
How satisfied were you with the onboarding process	23	1	8	
Does your supervisor provide you with timely feedback about your assignments?	19	5	8	
Do you consider the training programs to be effective?	26	2	4	
Do you feel your opinions are being heard?	21	3	8	

5. Conclusions

Upon a broad look, we notice that no question received the percentage of one hundred percent positive answers, and this shows us from the start that improvement is needed.

The questions addressed to the respondents include several plans of interest in the field of human resources, respectively the improvement of civil servants.

In order to realize what we need to change or impose, we must observe what we currently have.

Thus, looking at the first question - by "resources" we include material resources as well as IT and technological resources, but especially the level of complexity of the acquired knowledge.

Although the number of positive responses is obviously much higher, we must conclude by looking at the negative ones that improvements are needed.

The most important conclusion we can draw is the desire of civil servants for development and professional training.

Returning to the table 3, which contains the answers of the 5 civil servants with the highest age in the organization, we will find a comparison between generations. Of course, this comparison is made strictly on the improvement in the workplace and the level of preparation of the newcomers.

The maximum number of positive answers (five out of five) to the question 'do you notice an increasing in the activities dedicated to the Improvement of Civil Servants in recent years? (compared to the early years of your activity)' demonstrates an undeniable positive change.

And also the three (in five) positive answers to the question 'do you think that new employees possess more knowledge, responding much easy to the Needs of organization?' It strengthens the conclusion mentioned above, namely that the new employees of the public administration are better prepared today, due to the training programs.

By completely analyzing the number of positive and negative responses, a progress is observed in the preparation of civil servants, which is possible by organizing national vocational training programs.

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