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## **Analysis of the Level of Motivation among Civil Servants from the Urban/Rural Environment in Romania for a High-Performing Public Administration**

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### **Abstract**

The present study aims to analyze the level of motivation of civil servants in Romania, from the urban and rural environment, for a high-performing public administration. We will analyze Charles Handy's motivation calculation, which will be carried out in public institutions in Romania

by applying a questionnaire that was distributed in electronic format. After analyzing the answers received, we will compare the results obtained with the performance score.

**Keywords:** Civil Servants, Motivation, Performance, Public Administration

### **1. Introduction**

Currently, the public administration in Romania is facing multiple changes. Starting with the year 2020, the year of the COVID-19 pandemic, the public administration in Romania saw itself faced with new, unforeseen things, with no history of solving them.

Public institutions had to digitize at a fast pace, many people switched from working in the office to the telework regime. However, after this period, many civil servants returned to office, which showed a rather strong influence in terms of their motivation.

The motivation of civil servants represents a rather strong impact on the performance of public institutions, being different in the urban environment compared to the rural environment.

Charles Handy's motivation calculation will be applied in our study, we will analyze three points E-factors, needs and results, then we will compare the general score of the questionnaire regarding the level of performance in public institutions in Romania.

### **2. Literature review**

In 1976, Charles Handy's Motivation Calculation was introduced for the first time in the volume "Understanding Organizations". Being an extension of Abraham Maslow's hierarchy of needs, it presents each person as a pyramid built of obligations that serve to rank needs. Each individual aims to achieve some results, and once these have been taken into account they will show him the way to achieve them within the public institution.

The "E" factors of energy, effort, enthusiasm, and expenditure will be identified and used to achieve goals. "This approach is based on the idea that we are self-activating organisms and can, to some extent, control our own destiny and our own responses to pressures, that we can select our goals and choose our paths towards them" (Handy., 1999) [4]."

The calculus of motivation represents and is based on the Path-Objective, more precisely "a clear confirmation of the importance of the role of rational aspects in determining productivity behavior and serves to re-emphasize the fact that productivity is a function of both facilitating and inhibiting forces, the forces of an individual as well as of a character situation." (Georgopoulos, *et al.*, 1957) [3].

Porter and Lawler's model argue that individual performance is based on a multitude of factors that are closely related to experience, personality, ability, and development. As it states: "the belief that increased effort leads to better performance" (Porter, Lawler, 1968) [7].

However, in the situation where the results are not sufficient for performance, the individual will be in a situation where he will not know exactly if his needs will be satisfied or if the results will be achieved. According to Leavitt & Mueller "performance improves in relation to the amount of feedback or knowledge of the results" (Leavitt & Mueller, 1951) [6], which will lead in the situation of a low level of the possibility of knowing the results and their improvement, by those more times giving

feedback will increase people's confidence.

**Questionnaire and performance review**

The questionnaire analyzes the results obtained in a randomly selected sample of 75 respondents (n = 75), with different executive functions, management, ages, and fields of activity.

The questionnaire was completed between November and January 2023 using Google Forms.

Out of the total of 75 respondents, 15 respondents have public management positions and 60 executive civil servants.

**Category of civil servants**

The questionnaire was distributed randomly and we will find civil servants with different functions/professional degrees, as follows:

**Table 1:** Category of civil servants

Public management position	Public service of execution
15	60

Source: Authors` own contribution

**Distribution of public administration**

The public administration in Romania`s divided into 2 categories: central public administration and local public administration.

**Table 2:** Distribution of public administration

Local public administration	Central public administration
23	52

Source: Authors` own contribution

The central public administration consists of ministries, other structures under the subordination or coordination of the Government or ministries, and autonomous administrative authorities.

The public administration in the administrative-territorial units is based on the principles of decentralization, local autonomy, and deconcentration of public services.

In administrative-territorial units where citizens belonging to a national minority have a significant weight, the use of the language of the respective national minority is ensured in writing and orally in relations with local public

administration authorities and decentralized public services, under the conditions provided by the organic law.

**The field of activity of the public official**

Distribution of civil servants according to the field of activity:

**Table 3:** The field of activity of the public official

Field of activity	No. respondents
HR	13
Economic	10
Administrative	8
Public Procurement	9
Communication and protocol	6
IT and registry	10
External relationships	8
European projects	11

Source: Authors` own contribution

**The questionnaire**

The questionnaire is a flexible research tool, which allows the collection of primary data through questions, structured according to well-defined principles, so as to arouse interest and train subjects to answer as honestly and as clearly as possible to the questions addressed to them through them.

In the Questionnaire we will analyze the four "E" factors. The questions used in the questionnaire are simple and direct, using a five-point Likert scale (from strongly disagree to strongly agree), a common way that is often used in opinion polls around the world.

The civil servants who answered this questionnaire work in various fields of public administration: human resources, economics, administrative, public procurement, communication and protocol, IT and registry, external relations, and European projects.

These are civil servants who work within the local public administration, the town hall (City Hall of Sector 1, 6, Local Police Sector 6, Directorate of Taxes and Taxes Sector 6, City Hall of Corbii Mari, City Hall of Sibiu) and within the central public administration, ministries (Ministry of Education, Ministry of Finance, Ministry of Investments and European Projects), agencies (National Integrity Agency, National Agency for Public Procurement), and the general Secretariat of the Government.

**Table 4:** The questionnaire

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
As part of the professional performance assessment process, your training needs have been identified annually?	0	5	25	36	9
During the past year, you participated in professional training programs that corresponded to the needs and specifics of your activity?	0	0	23	48	4
Did the subject, professional training programs have an impact on your professional activity?	0	1	22	47	5
Did the professional training programs followed contribute to the improvement of your professional activity?	0	20	31	21	3

Source: Authors` own contribution

Calculation method for **question 1**,  
 $(1*0+2*5+3*25+4*36+5*9)/75=3,6533$

Calculation method for **question 2**,  
 $(1*0+2*0+3*23+4*48+5*4)/75=3,7733$

Calculation method for **question 3**,  
 $(1*0+2*1+3*22+4*47+5*5)/75=3,7466$

Calculation method for **question 4**,  
 $(1*0+2*20+3*31+4*21+5*3)/75=3,0933$

After the end of each calendar year, the civil servant, with both management and executive functions, is drawn up with the individual professional performance report of civil servants, in which the performance of the employee in the public institution for the previous year is analyzed

The evaluated period is January 1 - December 31 of each year, and the evaluation period is January 1 - March 31 of the year following the evaluated period, for all senior civil servants who have effectively carried out activity for at least 6 months in the calendar year for which the evaluation is carried out.

Following the applied questionnaire, we can observe the fact that of the 75 civil servants who answered our questions, a large part of them fell within the score of 4- agree.

### 3. Conclusions

Romania's accession to the European Union produced a lot of effects in public administration, mainly positive effects such as the transfer of best practices in the field of human resources, the participation of civil servants in professional programs, and the use of European funds for the development of the administrative system

The results of our research show that civil servants appreciate the current system of career development and improvement in the civil service.

The table above shows that the average of the answers exceeds the coefficient of 3 for each statement, a rather high average which means that in general civil servants participate in training programs depending on the specifics of the activity carried out at work, and these programs have contributed to improving professional activity.

The identification of vocational training needs and their correlation with the field of activity through participation in training programs need improvement.

The identification of training needs is a very important stage of the training activity, their correlation with the training programs followed and with the specifics of the position, represents a positive impact on the professional activity of the civil servant.

Civil servants should participate more often in training programs in order to improve organizational efficiency, in recent years a small number of civil servants in Romania have participated in professional training courses if we look at the general statistics.

Most of the time, the lack of funds allocated for this purpose, is a weak point for public administration since in the absence of professional training, the level of motivation, knowledge, and skills of civil servants degrade.

Unlike private organizations that also have other resources, within public institutions, civil servants are important actors who must bring value to the public institution.

Public services must provide quality services, but the quality of civil servants cannot be developed without investing in professional training.

Professional training influences the performance of civil servants, their motivation to continuously improve and improve their professional skills is very important for the organization.

The annual evaluation of individual professional performances is the main motivating factor of civil servants. This assessment contributes to improving the level of competence and increasing professional performance.

Human resources activities within public institutions represent the main actors of the organization, they have the role of implementing effective and strategic management in terms of motivation for achieving performance among civil servants.

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