

THE MOTIVATION OF CIVIL SERVANTS

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Abstract: Motivation of human resources, especially of civil servants represents one of the most difficult aspects of management, respectively of public management. In the context of a society dominated by the mechanisms of market economy, in order to assure a motivation proper for obtaining professional performance, there must be taken into consideration three aspects: attractiveness of salary, equity of wage system, preferential rewardness of professional performances. That's why wage system should take into consideration the basic principle of allocation depending on quantity, quality and social importance of the work performed by every employee.

Motivation of human resources, especially of civil servants represents one of the most difficult aspects of management, respectively of public management. The reason of this fact is that, at the foundation of inefficiency and ineffectiveness of the Romanian administrative system stands the policy of human resources which demobilizes civil servants in their specific activity. In order that civil servants should be satisfied at their workplace, rewarding them, through the agency of salary or unsalary methods, is absolutely necessary, in accordance with the results obtained.

Starting from the idea that motivating people at work means recompensing their contribution at the organization's progress but, most of all, developing in themselves the advisability given by the sense of total implication in the permanent progress of the organization, in the Romanian administrative system there are used the following forms of motivating civil servants:

- rendering a simulative salary;
- preferment or promotion;
- motivation on the basis of the system of performance indicators.

In order that wage system used in administrative institutions should be as equitable as possible and assure a high level of motivation, it is necessary the concomitant accomplishment of three objectives:

- attractiveness of salary;
- equity of wage system;
- preferential rewardness of professional performances.

The diversity of administrative activities could cause the use, together with pecuniary rights conferred to employees on the basis of working time, of other forms of rewardness with stimulative character such as: rises of salaries, special bonuses, yearly premiums etc.

Through the agency of upgrading civil servants on superior posts or jobs it is obtained wage increasement and motivation with the object of assuming new responsibilities inside administrative system.

With many occasions it was established that great performances are not always due to wage increase and that, depending on the nature of employees motivation, the rise of salaries does not represent the only method of motivation.

Money can be motivational but we do not have to forget other factors such as:

- the perspective of promotion;
- adequate working conditions;
- attractiveness of the work performed;
- autonomy and responsibility;
- setting up an exigent environment in the process of work tasks accomplishment;
- setting up a team spirit;
- integration of young employees in the new collective etc.

For the purpose of stimulating civil servants to obtain excellent professional results and to accomplish a correct, objective evaluation of each one's contribution to the final result, in the Romanian administrative system it was standing out the idea in accordance with which the system of employees' evaluation should be practiced on the basis of performance indicators. That's because there still is, unfortunately, a great deal of subjectivism in the evaluation of civil servants.

A wage policy must be conceived in such a way that should lead to avoiding any forms of pressure capable of generate unfunctions inside organizations (Novac E., Abrudan D., 2002, p. 127-128). This fact implies first the establishing of an efficacious organizational and juridical frame of regulating wage system.

Wage policy consists of an assembly of action decisions concerning the accomplishment of the objectives established by managers of every public institutions. The elaboration of an adequate wage policy is not at all an easy activity, but a very complex one. As a consequence, a wage policy extremely elaborated and in perfect concordance with the institution's general policy will be capable of stimulating the increase of its performance.

In Romania, the right to work is a fundamental right of every citizen, guaranteed by Constitution. Every citizen has the right and obligation to perform an activity useful for society, which is able to assure the means necessary for his own existence, material and spiritual development (Radu R., 2006, vol. I, p. 32).

Work represents the fundamental criterion of evaluating each one's contribution to the progress of society. That's why wage system should take into consideration the basic principle of allocation depending on quantity, quality and social importance of the work performed by every employee.

In the context of a society dominated by the mechanisms of market economy, in order to assure a motivation proper for obtaining professional performance and to accomplish an equitable allocation of incomes meant for remuneration, there must be taken into consideration the following general principles of wage system (Arăvădoaicei Gh., Niță L. D., 1996, p. 59):

- wage formation is subjected to the mechanisms of market economy;
- the principle of wage negotiation;
- the principle of establishing minimum wage for economy.

In addition to these principles of wage system, there must be also taken into consideration the following principles, being especially applicable to the public sector:

- payment differentiated depending on the quality of the work performed;
- remuneration differentiated depending on the level of qualification;
- payment differentiated depending on the working conditions;

- remuneration differentiated depending on the importance of the branch of activity;
- ensuring an equitable relation between minimum and maximum wage;
- remuneration differentiated depending on the results obtained.

Work rewardness consists on the totality of incomes (material and pecuniary), facilities and advantages (present and future), directly and indirectly caused by the quality of present or former employee and the activity performed. Mainly, the rewards can be direct and indirect.

Direct rewards include sums given to the employees for the activity performed and the results obtained, consisting of: base rate, additional payments, rise of salaries, merit bonuses, premiums etc.

Indirect rewards refer to the personnel facilities during the period of employment, as well as after the cessation of the working contract, due to the statute of present or former employee. Indirect rewards can be very diverse: leave of absence or sick-leave allowances, unemployment allowance, retirement pensions, facilities, supports or privileges.

Correlation: motivation – performance – satisfaction

Inside a society dominated by competition, individuals do not have to be “blinded” by pecuniary expectation or the perspective of immediate benefit they may obtain. They must be preoccupied with the obtaining of feeling of work satisfaction related to the activity they are performing. In this context, we can talk about the management’s task of carrying away human resources which gravitate around the force of work motivation.

The knowledge of reasons does not help only the increase of efficiency and effectiveness, the raise of possibility of explaining and predicting human behavior, but also deciphering its moral value. The way in which managers react to employees behaviors will influence, at its turn, these behaviors.

This process can be illustrated by the following expression:

Stimuli → behavior → consequences → future behavior

We can say that motivation lead to satisfaction in the case of a well-done and organized work, but satisfaction can also implies motivation for the permanent increase of individual performance.

Individual performance depends on the employees’ will of making the effort necessary in the working process, the level of training and perfecting, as well as their capacity of performing what it is asked from their part.

Individual performance, as Mathis, Nica and Rusu show (1997, p. 49), can be expressed in three basic forms: productivity, innovation and loyalty.

Productivity is given by efficiency and effectiveness of work performed by employee.

Innovation, another form of expressing performance, consists on new methods of performing an activity and offering new services.

Stimulation and maintaining innovation at high levels represent the main objective followed by organizations confronting themselves with a concurrent environment, in a continuous change. In these conditions, innovation requires and imposes a creative behavior, but also contains a real risky element.

Loyalty represents the element which confers stability to any organization’s

personnel. Loyalty is related to the level of trust and absolute abnegation demonstrated by an employee regarding something specific, respectively concerning the organization he is a part of.

Loyalty causes performance but also explains it. A loyal person is a real benefit for any organization.

The lack of loyalty shows the fact that human resources are inclined to quit the organization easily or are predisposed to a minimum effort, sabotage, theft, absence.

Loyalty must be reciprocal: employer-employee, otherwise there may appear lack of balances under the form of dismissals, reorganizations etc. More than that, dismissals and reorganizations often demonstrates that organization does not pay respect to loyalty.

Through reaching a maximum level of one or another of the three forms of expressing performance – productivity, innovation, loyalty (all three forms, ideally speaking), it will be obtain maximum satisfaction.

In a strictly sense, satisfaction at work means a positive, pleasant emotion, arising from the evaluation of work performed.

Satisfaction at work is very important and unreaching it can cause certain negative phenomena: absence, fluctuation of personnel etc. These phenomena represents unfunctions in the process of obtaining performance.

In Romanian organizations and particularly in Romanian public institutions, fluctuation is high, managers neglecting the loss determined by this “come and go” of civil servants.

The practice in accordance with which “if somebody is not good enough, I will hire another” is absolutely wrong, proving manager’s lack of competence. Moreover, this fact puts under question the quality of personnel’s recruitment and selection, implicitly manager’s function of mobilizing and motivating.

Conclusion

At present, it is unanimously accepted the fact that the value of an administrative system lies not only in the material and financial means possessed, but also in its human potential.

Competence proves the presence of a permanent program of civil servants’ training and perfecting in their branch of activity, especially in the field of management.

The preoccupations of the representatives of administrative system concerning Romania’s integration in the European structures caused the acceleration of the process of reforming administrative system and other organizations which perform public services.

In our days, more than ever, a performant management of human resources in the administrative sector can be successfully regulated only with the participation of civil servants well-trained and well-specialized in their field of activity, with a new perspective on the role of public institutions in the Romanian society.

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