



THE ROLE OF MOTIVATION FOR WORK IN THE ADMINISTRATION IN REPUBLIC OF BULGARIA

Zahari Goranov, Ph.D.

Assos. Professor, Academy of ministry of interior, Bulgaria

zgoranov27@e-dnrs.org

Abstract

The motivation of the employees in the administration is of particular importance for the work. Administrative structures serve the population and it is very important that employees are motivated and well trained. A person's high motivation also leads to his improvement. The modern environment offers many opportunities for learning and increasing motivation. There are numerous European projects that increase employee motivation. In the present study, the issue of low motivation of the administration is discussed. In this article, it is proven that employee training is leading in motivating people.

Keywords: Public administration, motivation, administration, education, motivation through training

INTRODUCTION

Nature and evolution of the concept of organizational development

Organizational development is a continuous process that is necessitated by the dynamism of the environment. It is this movement of the factors of the external environment that determines the complexity of the concept of organizational development in the public sphere.

The idea of organizational development arose in the mid-60s of the twentieth century, and as a result of its improvement, managers received methods and procedures for the implementation and maintenance of changes that would increase the effectiveness of the organization.

Richard Beckhard defines organizational development as: "an effort planned for the entire organization and managed from the top, leading to increased effectiveness and health of the organization through planned interventions in the processes of the organization using behavioral science knowledge".

Another definition is found in John Garden's Rules for Effective Organization. he describes an effective organization as one that renews itself and then lists the rules:

- The first rule is that the organization must have an effective talent recruitment and development program.
- The second rule for an organization capable of sustaining renewal is that it must be a welcoming environment for everyone.
- The third rule is that the organization should have built-in provisions for self-criticism.
- The fourth rule is that there should be a smooth structure in the interior.

L. Lawrence defines organizational development as the ability to change the organization to a better perspective than the current one. However, organizational development is not only associated with planned changes. It aims at changes that comprehensively improve the quality of life of employees in organizations.

A more accurate definition of organizational development is a gradual shift from an organizational culture that does not emphasize social processes to one that directs theory, research, and technology toward social behavior.

The most extensive definition of the concept is offered by W. French and S. Bell, according to which: "Organizational development is a management-supported systematic effort to make effective decisions about problems and improve the organization with effective management of the organizational culture directed at a certain work group or teams, a culture that is shared through the mediation of a consultant-facilitator, based on social activities, science and behavior." (Kresnaliiska, G. 2018)

Angel Angelov defines organizational development as: "... long-term work to improve the processes for solving problems and for updates in the organization on the way of more effective joint regulation of the cultural postulates in the organization".

In Robbins's experience, it is "a collection of techniques that attempt to make systematic planned change more effective." This author notes as the main characteristic of organizational development the fact that it is built on humanistic and democratic values.

A broader definition given by Michael Beer and Anna Walson is: "Applying theory from psychology and from organizational behavior, organizational development encompasses a set of actions taken to improve organizational effectiveness and worker well-being." These actions or "interventions" are usually designed and carried out by an organizational development

consultant following his diagnosis of the needs and problems of an organization. The set of tools that this practitioner uses spans a wide spectrum - from changes of the entire organizational structure to psychotherapy sessions with groups and individuals."

Despite the mentioned definitions of organizational development, it should be concluded that this concept is relatively new to management literature, and it is precisely for this reason that it is difficult to describe the essence of the concept in more detail. However, some basic conclusions can be drawn such as:

- Organizational development is a never-ending process;
- In order to achieve it, all employees should direct their efforts;
- Organizational development can be used as a means of dealing with change inside and outside organizations;
- Organizational development follows the transition of the organization from one state to another;
- Organizational development manifests the values of both the institutions and their employees;
- The process of increasing economic ties and interdependence between individual countries has an impact on organizational development;
- Modernization of organizations can be achieved through organizational development;
- The complexity of actions to implement organizational changes can be defined as organizational development;
- Given the dynamism of the environment, organizational development will acquire more and more value for organizations (Vasilev, V., G. Kresnaliyska, O. Chorbadzhiyska, 2017).

Organizational development could only be achieved if the efforts of the most important resources in the organization, namely human resources, are concentrated. They are precisely the source of knowledge, skills, impressions and opinions that every organization needs. Therefore, human resources in the era of globalizing society are treated as capital, which in turn requires careful and innovative management. For this reason, in recent years more and more attention has been paid to the training and development of employees in the administration, who are an important part of its prosperity (Angelov, A., Osnovi na menidzhmanta).

Training is about development. Both processes involve a variety of inherent goals and scope. Training is associated with activities that are aimed at acquiring any skills and the result of which is the improvement of the employee's work behavior in relation to the position he currently occupies. On the one hand, development is a systemic strategic process related to the distinctive features and skills of employees, as well as those needed for the future, which means that it is primarily directed to the external environment. On the other hand, the development of managers is internal and aims to improve their qualities and potential to ensure their greater

contribution to the organization and to society in the future (Beckhard, R., Organization Development: Strategies and Models, 1969, p. 9).

Increasing efficiency in human resources management is an important part of implementing reforms and ensuring sustainable development of organizations. This means managing thinking objects, which is the biggest challenge in an institution. The most time and energy is spent on managing the people who carry out the activities of the organization. It is often said that an organization is only as good as its people. The new realities undoubtedly require the human factor in the organization to be given primary importance, focused on the individual, on teamwork and on performance. Building relationships that are based on values such as honesty, fairness and trust is an element of the new management culture of modern organizations. It is she who completely changes the mission, vision, strategy and goals, which in turn transforms the requirements for future employees, which is also part of organizational development.

People in the organization must realize that in order for the organization to exist and develop effectively, it should continuously deal with the challenges it faces, i.e. understand that continuous changes are an objective necessity that will benefit both individual employees and the organization as a whole. In addition, they must be aware that positive results will not come "from outside", but will be a consequence of their knowledge, skills, and efforts, which in turn necessitates training and the continuous pursuit of self-renewal.

Characteristics and stages of organizational development

As we have already understood organizational development is important for the prosperity of the entire organization and it includes various aspects and functions of management theory. For this reason, it is described with various characteristics, the most frequently mentioned in the literature being:

- Organizational development as a concept reflects the steps that organizations go through.
- Organizational development can be used as a means of change.
- Organizational development with the application of various techniques and activities can facilitate changes in the emergence of a new structure, in the management of human resources and the overall vision of the organization.
- Organizational development is a process that involves activities that should be carried out in a certain sequence and requires the concentration of all resources in the organization.
- Organizational development can be defined as a process aimed at improving the functions of organizations by focusing the efforts of employees and managers.

- The process of organizational development includes the study of organizational culture, strategy and mission.
- The desire for organizational development covers an analysis of the essence of the goals, vision and policy of the organization, but also the emotional essence, values and social role of human resources.
- The main essence of organizational development is the realization of the organization's goals, which will lead to an increase in the commitment of employees, and hence to their motivation for work.

Given the mentioned characteristics, we can define organizational development as a continuous process that goes through certain stages:

- Nature and importance of the environment;
- Formation of work teams;
- Development of a program for organizational development;
- Establishing actions to be taken;
- Determining the value of the organizational development process.

In general, the organizational development process contains three main components: diagnosis, activity and maintenance of the process, which are practically the main stages in the implementation of the organizational development program. The diagnosis is related to the continuous collection of data about the organization. The action component includes all necessary operations that aim to improve the organization. The third component is maintaining the process itself.

The following main steps in the implementation process of organizational development can be distinguished:

- Establishing mutual expectations and delineating guidelines for cooperation.
- Gaining agreement on the purpose of the change.
- Planning and specification of methods and procedures, as well as their administrative provision.
- Analysis of diagnostic data.
- Communicating the results and planning further actions.
- Implementation of organizational development practices.
- Monitoring of the organization.
- Evaluation of the result and planning of corrective measures.

After considering the characteristics and stages of the organizational development process, we can summarize that it stands out for its multidisciplinary, complexity and multistage.

Strategic framework of organizational development in public administration

The first normative act, which forms a legal basis for the creation of an organizational climate and certain rules for the operation of institutions, bodies and structures of the executive power, is the Law on Administration. The structuring, functions and importance of various departments and positions creates a good basis for the further development and upgrading of the functioning of the public administration.

With the entry of Bulgaria into the European Union, the need to improve the administration becomes more and more tangible. Taking into account the difficulties facing our country at this important stage, citizens, institutions and organizations are aware of the need for change in order to be modern and modern.

It is for this reason that a key strategic document was approved at that time - Operational Program "Administrative Capacity" 2007 - 2013, adopted with Protocol No. 8.31 of the Council of Ministers dated 01.03.2007. Supporting measures to strengthen administrative capacity at all levels – central, regional and local. The aim is to support the efficient functioning of the administration, which will lead to an improvement in the quality of services offered to citizens and businesses. The main priorities laid down in documents are good governance, the management of human resources in the state administration, the judicial system and the structures of civil society, the quality of administrative services and the development of e-government. It is precisely in these directions that the main changes are taking place:

- For the purpose of good management, basic principles have been adopted such as: efficiency and effectiveness, transparency, accessibility, coordination. Basic structures, functions and systems in the administration have been improved; tools and mechanisms have been introduced in order to implement effective control, transparency and accountability; in order to improve relations between business and the public sphere, mechanisms for the implementation of PPP and outsourcing have been introduced.
- Main actions related to the improvement of the management of human resources in the state administration are undertaken regarding the training of employees in public administration institutions, the judicial system and non-profit organizations. Basic functions of human resources management such as selection, career management, motivation and others are improved. Depending on the sphere of activity of the institutions, a Unified Information System has been created.
- Improving the quality of administrative services by introducing information and certified systems.

Despite economic constraints and political dynamics, the Operational Program "Administrative Capacity" 2007 - 2013 succeeded in achieving its main goal, namely building a

modern state administration that would reflect requirements for modern European administration. The effectiveness of the entire state administration has been improved as a result of the improvement of the individual functions related to the management of human resources.

Information technologies have been improved, which leads to the improvement of administrative service and employee motivation.

The results achieved under this operational program show the beginning of the transition to the organizational development of all administrative structures. Emphasis is placed on one of the most important factors for personal and organizational development, namely employee motivation.

For thriving organizations, as those in the public sector aspire to be, the process of development never stops. By making changes apart from their successes, they work to maintain their leading positions.

The reviewed definitions, characteristics, stages and strategic documents related to organizational development prove its comprehensive activity and its extensive field of application.

Areas where organizational development can have an impact are:

- Mission, vision, strategy;
- Structure of the organization;
- Management of the organization;
- Strategic and operational planning;
- Monitoring and measuring the achievements of the organization;
- The design of functional units and their coordination in a common system;
- Management structure;
- Management of human, financial and material resources;
- Leadership
- Decision-making mechanisms;
- Communications in organizations;
- Functional design;
- Retaining and motivating people;
- How to manage conflict;
- Building and managing teams;
- Creating and managing external links.

The successful implementation of the concept of organizational development would lead to the rise, improvement and updating of all the listed areas. It is the problem related to

organizational development that would prompt managers, leaders, employees and workers to seek new opportunities and implement their innovative ideas for the sake of creating a modern administration capable of satisfying public needs and welcoming to its future employees with its modern vision. .

In view of the analysis of the strategic and normative documents concerning the process of organizational development, the following main advantages of organizational development stood out:

- Continuous improvement – organizational development is a continuous process aimed at improving both the internal and external environment of the organization.
- Effective communication – It is a key feature of organizational development. Open communication between employees and at the manager-subordinate level is the basis for finding effective solutions, applying new methods and techniques to improve the organization's work and increase employee motivation.
- Employee Development - In order for organizational development to take place, the employees in the organization should possess certain knowledge and skills that correspond to the dynamics of the external environment. This can happen through systematic training and training programs that include modern digital skills.
- Product and service renewal – The key to achieving organizational development is skilled and motivated employees. In the presence of the necessary conditions for a quality work environment, employees feel engaged. In this way, they are ready to invest more time and effort in the work process, and this is an opportunity for the organization to reach a new idea in its vision and innovation in the product or services it offers.

Non-monetary incentives to work

With the motivational theories and models that we examined, we pointed out some basic tangible and intangible factors that determine the behavior and motivation of employees in organizations. Given the bureaucratic management model that public sector institutions have and the limited budget that is regulated in advance, it would be difficult to use non-fixed financial incentives. For this reason, some authors emphasize non-monetary incentives. Some of them are:

- The work itself - work brings satisfaction when the work is tied to relevant incentives. As a result, people maximize their potential and arrive at solutions that lead to enrichment and refinement of work.
- Development of empathy - people will perform better if they are convinced that the better bottom line that the organization achieves will be tied to what they themselves get.

- Security - Undoubtedly, a secure salary and the provision of a secure job influence people's motivation. With this attitude, people also start work in public administration.
- Empowerment – this is about bringing out the best in others, not just giving them loads of duties. At its core, empowerment is based on a few simple ideas for a leader to implement such as: if you empower people, they will take responsibility; people on the front lines know things better and often have good ideas; if it treats people like robots, they will act like robots; empowerment implies bringing experience, knowledge and life skills to work.
- Possibility of proximity, interaction and contacts with persons from the highest levels of management in the organization.
- Setting challenging but achievable group or individual goals and active participation of people.
- Opportunity for development, training, qualification or retraining.
- Opportunity for creativity and talent development.
- Recognition in the form of praise, certificate, badge, etc.
- Team motivation - this type of motivation includes: socialization, interpersonal relations within the group and intergroup relations. Group orientation is among the most widespread and universal human characteristics, and therefore motivation by means of teamwork is a natural element of motivational policy. The team enables the gathering of people with different competences, values and attitudes, who can freely express themselves and share their opinions.
- Motivating through evaluation and feedback - through these systems, the idea of fair treatment of everyone can be achieved, the feeling of success and development can be provoked, orientation and clarity of everyone is ensured regarding the tasks and their implementation.
- Fairness in Remuneration, Bonuses and Appraisals.
- Job satisfaction - people need to feel that they are performing their job duties well in order to be satisfied with what they have achieved.
- Organizational commitment - defined as a broader concept than motivation. It refers to stable mental states of a specific individual over time. It reflects three areas of an individual's feelings and behavior that arise from his connections and relationships with the organization in which he works, namely:
 - Belief in the organization and acceptance as such, along with its goals and values;
 - Willingness on the part of the individual to spend efforts on behalf of the organization, greater than those for which he is formally employed;
 - Desire of the individual to maintain his affiliation with the organization.

To build a sense of commitment in the staff, the manager must work in the following three directions: a sense of belonging to the organization; feeling that the work being done is exciting and interesting and trust in management.

Taking into account the closed loop of governance in the state administration, implementing some of these non-financial incentives would be a difficult task. But here comes the role of the leader and his management style. Usually, communication in public sector organizations is initiated mainly from superiors to subordinates. The change to open communication, which is not based solely on command and subordination, would be a right step towards building a new model of management, while at the same time motivating employees in public administration. It is communications that would be a major factor in conflict management, stress management, knowledge delivery and overall organizational development. At first glance, this may be a small and insignificant factor, but it would have a strong motivating effect, especially in the public sphere.

Communications have a strong motivational value. Motivational communication is any communication that aims to stimulate the commitment of employees to be involved in the realization of organizational goals. The principle of motivational communication aims for motivation to arise naturally as a result of the changed perceptions of employees in life and professional situations.

The use of feedback can also have a strong motivating effect, which is a matter of good organization and an approach to its implementation.

We can say that the importance of money in the process of motivation is uncompromising and indisputable, but there are other factors. Sometimes it is precisely the non-monetary incentives that show the manager's attitude towards his subordinates, which can have a strong motivating effect. Non-financial factors often reflect the creativity, thinking and diligence of the management and would give a strong impetus and prerequisites for the development of the organizational climate and employee motivation.

Role of the manager in the process of organizational development and motivation

The reviewed definitions, meanings, theories and models of employee motivation show its relationship with organizational development. When we have satisfied staff, they are undoubtedly more productive. Motivated employees contribute to the effectiveness of the organization as they have an incentive to perform their duties and tasks.

We have already understood that active communication is an important way to motivate people in an institution, but given the development of technology, communication can also be a means of achieving organizational development.

Regardless of whether it is about improving the organizational or motivational climate in the organization, a key role is played by the manager. He should make important decisions in the management process, taking into account the role of the most complex and diverse resources in the organization - human. This complexity arises from the fact that different people also have different needs, thoughts and feelings. In order to choose an effective motivational policy that favors the development of the organizational climate, the manager must simultaneously know his employees and take into account their interests, but also think about the prosperity of the organization. An effective leader, manager or employer should approach the organization's goals to the maximum extent possible by encouraging people to work in this direction, but also take into account their personal goals and needs.

Many authors try to give advice to managers, also directing them to a certain type of behavior. We will look at some of them to see if they are suitable for achieving organizational development and employee motivation. For example, Mary Buffett and David Clarke give some basic guidelines in leader behavior such as:

- Make a good first impression – When meeting someone, start the meeting friendly to get what you want.
- The Power of Praise - We all have a deep and genuine need to be appreciated. If people are praised for small things, they will give even bigger things to be praised for later in the work.
- The Power of Reputation – Create a good reputation for your employees to live up to and praise them at every opportunity.
- The Dangers of Criticism – Using criticism to motivate someone is useless because it puts the person on the defensive, hurts their precious pride, hurts their sense of self-worth, and creates resentment.
- Address other people's wants and needs – When you want someone to do something, stop thinking in terms of what you want and think in terms of what they want.
- Encourage others to suggest the right idea – Getting the other person to suggest the right idea is a far more powerful motivator than telling them the right idea.
- Everyone makes mistakes - admit it – When we have made a mistake we must admit it quickly and unequivocally, in this way we gain the trust of our employees.

These rules, on the one hand, impose some familiar ideas, which are already rooted in motivation theories, namely the assessment of people's needs. The power of praise and recognition is also not new, as we mentioned these incentives when looking at motivational models. On the other hand, attention is paid to the friendly attitude, which is apparently an elementary rule, but important in the communication of managers with their subordinates. Regarding encouraging employees to propose ideas, we should recognize a weakness and a

lack of tools in public administration. Accepting ideas from employees is a way to make them feel important in the management process, and why not in the process of organizational development, this is the way to "break" stereotypes and impose a new trend in communication between manager and subordinate .

Money is an important but not the only incentive, and these rules prove it. The leader must approach his employees diplomatically, skillfully using psychology, the power of communication and a highly developed sense of empathy. In this way, you will gain the trust of your employees and their full devotion to the work process.

Communication is an important factor in achieving the mission, vision and goals of organizations. It is for this reason that much of the advice the authors give managers is focused on proper communication, care, and recognition.

An effective leader does well to adhere to some basic rules in order to build trust in his subordinates, and therefore in his organization:

- Observe what is happening - Any leader who wants to make big changes must pay attention to the dynamism of the external environment.

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- Observe what is happening - Any leader who wants to make big changes must pay attention to the dynamism of the external environment.

- Know who would hinder you and who would help you - Work to win over those who are not particularly enthusiastic and supportive or feel threatened by you in some way.

- Build a broad coalition within the organization and among key audiences – An effective leader needs the support of people at all levels of the organization and beyond.

- Choose carefully who you assign the main role to - People in key positions must be competent and loyal to your vision.

- Do something different or commit to a significant change – If the changes you're making are significant, then make sure everyone is committed to them and understands what's going on.

- Take care of your employees – People are vital to achieving the vision.

- Recognize and celebrate successes – Continue to celebrate each success until the end goal is achieved, no matter what form the employee recognition takes.
- Instill confidence in your subordinates – This way you will gain loyalty as well as create skilled and successful employees.
- Create an environment of trust – It is this environment that allows the people in the group to become a team and work towards the realization of the goals.
- Adapt your leadership style to people's needs - Be flexible when dealing with employees. Try to respond to everyone according to their needs and interests.

The listed rules and models of behavior are extremely important in building organizational trust, in the process of motivating employees and achieving overall organizational development.

The manager must monitor and see the processes, not only inside the organization, but also outside it. It is the constant monitoring of the changing factors of the external environment that would help an organization to deal with a possible crisis and respond adequately to change. The leader should not divide his employees and have sympathies or biases, it would be good to work for the good of the whole organization. Important in the management process is the building of effective communication and trust both within the organization and with future partners and institutions outside it. Of importance for the performance of tasks is their correct distribution, it is good for the manager to know who can handle what.

Important in employee motivation and the organizational development process is the recognition and celebration of success. In this way, the manager shows that he cares about his subordinates and appreciates their efforts and potential.

What is interesting and different about the rules discussed above is that it is not the subordinates who have to adapt to the style of their leader, but he has to adapt his style to the needs, views and interests of the employees. If we consider the rule in the context of public administration, we would say that this is impossible, since the managers in it have a rather conservative style.

In today's world of innovation and desire for organizational excellence, more and more leaders are realizing the need to impose a new culture in public administration and are beginning to be more open to change. In this way, they motivate their employees to be more productive, ideational and up-to-date in today's complex economic environment. The superiors begin to gradually move more towards the democratic style of management and remain in the background of the strict bureaucratic and formal style.

Managers are important in the entire management process. They are the "engine" thanks to which the goals and tasks of the organizations are realized. Managers, supervisors,

employers are the factor for the implementation of the main management functions, namely – planning, organizing, motivating and controlling. They are the main figures who not only have to make management decisions, but also manage possible crises or stress.

Justice, appreciation, respect, communication, care for others, frankness are important in leadership management. It would be very demotivating for employees to feel that their manager is hiding something from them. There needs to be trust between different management levels and a management style characterized by honesty and effective communication.

Important for the organizational development and motivation of the employees in the organization is the behavior of the leaders. They need to think long-term and creatively about how to reduce costs while retaining people to perform effectively.

Every personality consists of elements which are called courage, self-confidence, justice, determination, firmness, inspiration and truth. The degree to which a person possesses them determines his power. It is the manager who must create such conditions as to instill self-confidence and inspiration in his employees.

An important step in this process is maintaining employee engagement. Managing the expectations of subordinates and clarifying the direction of development could be key factors in increasing motivation and creating a favorable working atmosphere.

Keeping stress within acceptable limits is also a management task that managers have to deal with. We must take into account the climate changes of the last decade, to which we are becoming increasingly vulnerable. These physical factors could hardly be managed, but organizational factors related to job requirements and duties can be controlled by managers.

Safe and healthy working conditions must be a management priority so that employees can be relaxed and perform their tasks effectively.

The role of managers in the process of organizational development and employee motivation is great. To a large extent, these two variables depend on the management style, but also on the character of the manager. If he is impulsive, expansive, extroverted, he would take greater risks, which in turn could lead to both possible losses and the implementation of various management tools that help organizational development. If the manager is more measured and bet on the safe side, maybe he will take fewer risks, but the work environment will not be as attractive, interesting and innovative to the employees.

Managers need to motivate themselves so that they can motivate and inspire their subordinates not only to fulfill their job duties but also to strive for career growth.

Managers need to invest and spare no expense in their employees. The forms of recognition can be different and according to the budget of the organizations, but effective communication, attitude and care towards the employees are invaluable in the process of

motivation and a step forward in the overall development of the organization (Schein, E., Gallos, J., Organization Development, A Jossey-Bass Reader, 2006, p.37)

Developing a strategy to increase motivation

Based on the analysis of the nature of motivation, theories and models related to it, as well as the considered non-financial incentives related to work motivation, the role of the manager, the next process related to job satisfaction is the development of a strategy. It is the strategy that has an important value in the process of implementing the motivational policy, and several main stages in its formulation can be presented.

The first stage is the study of motivational climates in the organization through various methods and techniques, the most frequently used being the survey.

It is permissible to prepare a motivational profile of the organization. With it, according to predetermined scales, the aggregated results are plotted, presenting the data to the analysis guide.

Other methods of analysis and evaluation can be applied, such as "motivation passports" or "analysis of the multifactor model of motivation", but the most important thing for this stage is the state of motivation of employees in the organization.

According to the results, we move on to the second stage, namely the selection of a motivational model.

Next is the determination of performance criteria. At this stage, the management determines those indicators that show to what extent the strategy is effective and operational. This stage can be defined as a form of control to how applicable and what are the results of the strategy.

The final stage of the development of the strategy for increasing motivation is the formation of a package of methods and techniques for implementation. Based on the research and according to the organization's resources, a motivational package is offered. It can contain a variety of monetary and non-monetary incentives, tailored to the needs of employees and the state of the organization.

The development of the motivational strategy is the main task of managers. It is necessary to clarify that the preparation of the motivational profile can be carried out for each individual employee and/or for the administration as a whole. Based on it, the individual needs of each employee are highlighted and the employer should take certain actions based on them

In order for the motivational strategy to be sufficiently effective, it should be tailored to the requirements of the employees inside the organization, who reflect and follow the dynamics

of the external environment. For this reason, it would be effective to carry out a periodic analysis and assessment of the motiva.

- Human skills - of particular importance for the motivation of employees is the feeling of calmness, which is often associated with the manager's ability to listen, give advice, find solutions, and put himself in the other person's place.
- Conceptual skills – the ability to see the big picture. In order for leaders to build a successful strategy and vision for their organization, they must be able to see things globally and in perspective.

Certainly, the work of managers in the 21st century is more focused on improving their skills than on giving orders and obeying only the conservative style. Undoubtedly, the development of technology requires a change in organizational behavior and culture. The main impetus brought about by globalization is the recognition that improvements in the effectiveness of organizations are closely related to the human factor, and hence to the practices of recruitment, selection, working methods, personnel relations, motivational policies and all other aspects related to organizational behavior.

It is this technological evolution that affects our qualities, behavior, values, morals, perceptions, and hence our attitude to work. The information age imposes new paradigms in management science and requires a change in leadership style, communication and employee engagement. It is this change in organizational behavior that shows its power and influence on organizational development and motivational strategy.

One of the main tasks of organizational behavior is to study the individual. This is a complex challenge that could be overcome with the use of various methods and techniques from psychology.

The behavior of people in organizations includes their attitudes, understandings, actions, ways of working and their motivations. It is through their manners during their work duties that employees build the reputation, image and overall appearance of the institutions. This dependence of organizations on the individual behavior of their employees shows the importance and relationship between organizational behavior, organizational development and motivation.

Organizational behavior in recent years of technological progress is increasingly changing. Organizations from various fields and sectors, international and Bulgarian institutions, political and public figures are increasingly aware of their power and authority and how they influence public interests, opinions and attitudes.

Undoubtedly, one of the institutions that influences the appearance, goals and mission of the public administration is the European Union. With the continuous normative acts and

programs, it provides conditions for overcoming some of the main shortcomings of our country - unemployment, economic growth, complex bureaucratic system, etc.

An example of a program that supports young scientists is Horizon 2020, and in particular through the activities of the Marie Skłodowska-Curie program, which provides financial means to support the cross-border, cross-sectoral and interdisciplinary mobility of researchers. Individual scholarships help young scientists to continue part of their career in another country in the Union or outside. They also provide an opportunity to resume a research career after a break. This European Union initiative has a motivating effect on all young people who want to develop.

An example of how the overall appearance of organizational behavior changes in the fulfillment of its tasks and goals can also be found in Bulgarian institutions. One of the initiatives that is under the patronage of the President of the Republic of Bulgaria is the "Bulgarian Christmas". Its mission and goals are to promote donations in the country, to help solve problems of importance to society, affecting the health of children and to support specific children for expensive treatment and rehabilitation. tional climate within an organization.

Patterns of organizational behavior and development exist, not only at the national level, but also at the local level. An example of this is the charitable initiative "Donate your children's books", organized by the public intermediary of the city of Blagoevgrad, together with the "Dimitar Talev" Regional Library. The campaign is aimed at promoting early childhood reading.

More and more media are realizing that, in addition to their main task of informing and shaping public opinion, they can also be a good example for society. An example of this is the campaign "Let's clean up Bulgaria together" of bTV Media Group, which represents the largest volunteer initiative in our country and aims to build public sensitivity on issues related to environmental protection and make Bulgaria cleaner and more beautiful in the long term. In recent years, the campaign has become a tradition, involving more and more celebrities and employees from business and the public sector.

In the context of environmental protection, we should also mention another initiative in which municipalities are increasingly involved - the collection of plastic caps for the purpose of purchasing incubators. A charitable initiative that shows the interest in nature and the desire to help.

The listed examples of organizational behavior show how all organizations, institutions, companies, public figures have social responsibility. Successful leaders should set a good example to inspire their employees and be respected by society. Active social policy is a major factor for national and organizational development, but also a driver for employee motivation.

The leaders of these organizations realize that doing good is the most effective way to set a worthy example for your employees and motivate them to do the same. The subordinates, in turn, will receive that satisfaction, which is irreplaceable and of far greater value than all material riches, namely, to do something for another unselfishly and sincerely. From here, we should emphasize one of our main statements - organizational behavior has an inevitable impact on the motivation of employees, and hence on the overall process of organizational development.

Influence of organizational culture on employee motivation & organizational development

The development of certain relationships and interactions inside and outside the organization, carried out in relation to generally accepted norms, mediates the organizational culture

Given the above, we can conclude that, in addition to the essence and description of the organization, culture is also its distinguishing feature.

The ability to create, preserve, transfer and perceive the meaning that people invest in their relationships with each other can be defined as culture. This is where the complexity of the concept of organizational culture stems from, as each person has different values, morals, ways of communicating, rules and norms of behavior.

It is no coincidence that it has been said that culture defines the identity of a people. In a dynamic and technological time like today, perhaps it is precisely the attraction of people from different origins, ethnicities, religions that determines the creativity and openness of the organization in terms of the selection of new people. This would rather be applicable more to the business organizations that exist from the diversities and require different types of people. However, the public administration does not remain so closed in terms of getting to know new cultures. It is the process of research, recruitment and implementation of good practices from different institutions and countries that helps organizational development.

The influence that each employee's culture has on the organizational one is inevitable. However, some basic forms of organizational culture can be defined:

- With an explicitly defined form - various internal rules for behavior, instructions, etc.;
- Non-institutionalized form – work clothes or uniform, office buildings, etc.;
- Linguistic characteristics – way of drafting letters, orders, knowledge sharing, expression in the organization, etc.;
- Common wisdom – shared ideas, attitudes, statements of the organization;
- Legends – various stories about the success of the organization and their impact on the general culture;

- Signs - diplomas, badges, medals, anthems, etc.;
- Different accepted and established norms for behavior and work;
- Rituals and ceremonies distinctive to the organization.

The influence of organizational culture on motivation and organizational development is indisputable, since compliance with values, rules and norms of behavior everywhere in the organization ensures the fulfillment of goals, satisfaction of the needs of users of services from the respective organization, increasing the commitment of employees, as well as the creation of prerequisites for teamwork and pleasant work. In addition to all this, observing the forms of organizational culture would help to reduce stress levels in the organization, create conditions for career growth and self-improvement, and hence the attitude to change and optimize the overall work process.

An indicator for measuring the relationship between organizational culture, motivation and organizational development can also be the level of tolerance for mistakes. With greater tolerance, employees show more initiative and courage to take part in the management process, because they are not afraid of possible mistakes. If they are not constantly watched and controlled, they will be more relaxed and creative.

Organizational culture influences organizational development because it is of particular importance to the results that a particular organization achieves. There are other reasons why culture is especially important to organizations:

- Culture is key to the prosperity of the organization;
- Culture is a source of competitive and strategic advantage;
- Culture can take the function of "organizational glue";
- Culture is the basis of organizational success;
- Culture influences the development of employees in the organization.

Public administration has continuously become bound up with multiple rules and norms and is defined as a closed system characterized by a hierarchical structure. However, if the problems of public administration listed in the Strategy for the Development of Public Administration are formulated as values, their resolution would be easier. For example, one of the shortcomings of public administration is insufficient level of interaction between administration and academia, if it becomes a value, part of the organizational culture, regular meetings between universities and administration could be organized. In this way, the public sector will become more attractive to future employees, the public administration will develop, and managers will be satisfied and motivated to take on new challenges and think more innovatively.

Organizational change as part of organizational development

With the development of various sections of informatics and mathematics, changes to the management of organizations, decision-making methods, ways of selecting and retaining talented employees and other functions related to human resource management are increasingly necessary.

It is this technological upsurge that dictates the need for an effective communication system in organizations to help improve productivity.

A change is any change from the usual state. It is often defined as the organization's only chance to survive in a changing environment.

The public sphere is also aware of the need for changes that lead to an increase in the quality of public services offered to society, as well as the creation of innovative and effective public policies. For this reason, it also accepts some strategic documents.

For example, the National Program "Digital Bulgaria 2025" aims to improve and introduce modern high-tech solutions in all spheres of public life, by creating an environment for wide application of information and communication technologies (ICT), national infrastructure, original electronic services for businesses and citizens, uniform criteria and achieving a high degree of cyber security and interoperability. The program is proof that the development of technology is a major factor in the development of various spheres of public life – education, healthcare, culture, economy, politics and others. The development of public sector organizations never ends. The changes they make are how they can stand up to the competition.

An example of a document aimed at positive change in the public sphere and stimulating citizens to be active in the governance process is the Handbook for attracting civic engagement (Crowdsourcing) and civic IT support (Civic hacking) (for the administration). It provides precise definitions of these two tools, as well as how public organizations can obtain the necessary information and access IT expertise. The handbook motivates citizens to actively participate in public life, offering solutions on vulnerable topics. This confirms the thesis that a successful organization is one that manages to respond to changes in the external and internal environment in time and manages to transform challenges into advantages and innovations.

The public administration is rather characterized by its closedness, hierarchy, formality, but nevertheless, in recent years, a tendency towards change and the multiplication of good practices from business has been observed.

Change is the most important process in the organization, but it largely depends, on the one hand, on the behavior of the leader, on the other hand, on the reactions of the employees. In most cases, people are skeptical about change, and here the leader's leadership style and

ability to manage change play a key role. For this reason, the information flow, the organizational culture, internal communications, the effective distribution of tasks and the motivation of employees are of essential importance when imposing change. Only when these factors are properly aligned can effective change occur that leads to organizational development (Trendafilov, F., Sluzhiteli za vrazka v pravoprilagashtite organizatsii)

Organizational development and motivation

In recent years, innovative mechanisms and ways to improve the services offered by the public administration have been increasingly applied. Against the background of continuous changes and the desire of Bulgaria to find its place in the European Union, as well as to develop and take a dignified position next to the prosperous economic countries, the number of normative and strategic documents, aimed at the construction of new paradigms in the public sphere, is increasing.

An example of this is the State Administration Development Strategy 2014-2020, through which the entire vision of the state administration is changing. It focuses on improving all activities and principles of good governance. The strategy focuses its attention on the most important resource, namely the human resource. This happens as, on the one hand, the state takes care of its employees, and on the other hand, its users of services in the form of citizens and the public. This important strategic document increases the effectiveness of human resource management as it offers modern methods and techniques from the socialization of new employees to their development, training and motivation through various mentoring and training programs. In the conditions of economic crisis, uncertainty, lack of qualified employees, the topic related to the motivation and development of employees is increasingly vulnerable for the public sphere.

In the context of the development and improvement of technologies, Bulgaria adopts the National Program "Digital Bulgaria 2025". One of its main goals is to provide efficient public electronic services and increase the digital competences of employees in various spheres of public life. This is precisely one of the main problems and challenges facing our administration, which in recent years can rather be defined as "aging".

However, policies to attract and retain young talent and employees are undergoing significant changes through various projects and initiatives aimed at building a more competitive and attractive working environment in the public sector.

The Institute of Public Administration is an important factor in the development of public administration. With its many trainings, projects, events, publications in the form of compilations, videos, surveys, interviews and more, the Institute shows its interest and the

focus shifts to positive changes in the public sphere, which are often forgotten or underestimated (Trendafilov F.)

If we look at Bulgaria with its institutions, normative and strategic documents that it issues, in the context of management theory, we will see that it is a system that seeks to achieve organizational development by motivating and retaining, on the one hand, employees in the public administration, on the other hand of citizens in their home country.

Despite the variety of normative and strategic documents, as well as the publication of textbooks, aids and manuals related to the management and management of human resources, the precise characteristics of when an organization has achieved organizational development and how it is related to employee motivation are lacking. .

There are different interpretations regarding the definition of the term "organizational development", but the statement that is recognized by most Bulgarian authors is that it is a concept that arose in the 1960s and was initially considered as a model of planned change.

Associate Professor Dr. Pencho Penchev defines that organizational development is realized when there is a dynamic environment and it has an economic, social and psychological effect. Economically, when implementing organizational development, ways are sought to increase labor productivity, and hence the financial stability of the entire organization. The social effect is aimed at improving the working environment and employee rewards. The psychological effect is achieved by satisfying certain needs of the employees and thus improving the working climate in the organization. The author analyzes the process of organizational changes, forms factors that influence the effectiveness of leadership and determines the types of selection, training and development of personnel. The link between productivity and reward is made.

Prof. Ph.D.Sc. Snezhana Ilieva makes an in-depth analysis of organizational development, but distinguishes it from planned change, in that organizational development is aimed at social processes in the organization. It is affirmed that in order for change to occur in organizations, a change is needed in terms of the human resource model and specifically in the following areas:

- Strategic management of human resources;
- Management of organizational culture;
- Management of organizational change;
- Quality management.

The concepts of "organizational culture", "organizational change" and "quality management" are mentioned, which can be the basis of the modern concept of organizational development. Organizational culture in the context of the connection between organizational development and employee motivation can also be examined by Assoc. Dr. Marin Paunov. It

examines the relationship between organizational culture and strategy, based on the understanding that long-term results depend on what strategy the organization creates and how it implements it. The author defines the essence of the business strategy and the significance of the organizational culture as an element of the corporate philosophy rather than the importance of the choice of strategy in the public sphere.

The authors listed provide a good basis for further and in-depth research, forming basic concepts and conclusions to be built on going forward. A major gap in relation to the researched issues related to the organizational development and motivation of employees is the lack of sufficiently up-to-date information regarding the public sphere, its awareness and attitude to the problem (Trendafilov. F. Prilozhenie na dronove v politseyskata deynost).

An example of a more up-to-date development, which is aimed entirely at the public sphere and connects the concepts of "motivation" and "organizational culture", is by the authors Associate Professor Valentin Vasilev and Associate Professor Ivan Efremovski. It describes in detail the functions of organizational culture and their importance for staff motivation. A main trend emerging from the development is that "organizational culture in public management as a source of motivational impact is a strategy for the success of any organization". The authors identify, in addition to being the main motivating factor, organizational culture and as a regulator of employee commitment to the organization.

Organizational development is a complex concept and can be considered in many aspects. This implies the complexity of analyzing it. A comprehensive study of the problem related to organizational development and motivation in public administration is lacking. Some authors consider the concept subjective, and some even deny the existence of organizational development as an independent discipline. But in many developed countries, it is present.

An example of this is the University of Cabrini, Pennsylvania. The University offers a doctoral program in "Organizational Development and Change". The program is designed for middle and senior managers from all sectors of the workplace who are interested in studying and advancing theory, research and practice in the disciplines of organizational development, change management and leadership.

The University of Exeter, England is an example of how it includes a compulsory discipline in Organizational Development for its students. Lecturers aim through the discipline to explore ways in which organizations can develop to achieve improved outcomes by drawing on social psychology to understand how to maximize the potential of employees and ensure that they are aligned with organizational aims.

The University of Denver, Colorado, United States of America introduces its students to organizational development as a way of changing culture, structure and strategy. The training

course offers the opportunity to build a plan for diagnosis, to synthesize data and to communicate findings, by adhering to a personal philosophy of organizational development.

CONCLUSION

The growing role of the public sector in the daily lives of people and organizations leads to increased attention to it. The importance of public administration in modern countries is increasingly being rethought in order to be able to adapt and respond to new tasks and conditions, such as the global economic crisis. Modern society is faced with the challenge of change. The world will constantly change, and more dynamically than before. A major gap in relation to the researched issues related to the organizational development and motivation of employees is the lack of sufficiently up-to-date information regarding the public sphere, its awareness and attitude to the problem

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