



## **ORGANIZATIONAL DEVELOPMENT AND MOTIVATION OF PUBLIC ADMINISTRATION EMPLOYEES**

**Zahari Goranov, Ph.D.**

Assos. Professor, Academy of ministry of interior, Bulgaria

[zgoranov27@e-dnrs.org](mailto:zgoranov27@e-dnrs.org)

### **Abstract**

*Organizational development is a multi-layered process, containing many areas, one of which is employee retention and motivation. The study of organizational development and employee motivation in public administration is a complex task given the dynamism of the environment. However, many authors and institutions from the state apparatus realize the need to study this area and publish books and documents related to the problem. In tense times like today - of political turmoil, economic crises, technological innovations, more and more attention is paid to what kind of people to be appointed to organizations, how to provide them with the necessary conditions for realization and how to maximize their potential for organizational development.*

*Keywords: Motivation, administration, public administration, management, development of personnel*

### **INTRODUCTION**

In the modern complex and changing economic environment and the challenges associated with our membership in the European Union, methods, techniques and means are increasingly being sought and applied to provide qualified, motivated, highly productive and loyal personnel, capable of realizing the mission, vision and goals of the organization. It is for this reason that various strategic documents have been adopted over the years, aimed at improving state administration and human resources.

## Essence and evolution of the concept of organizational development

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

The idea of organizational development arose in the mid-1960s and as a result of its improvement, managers received methods and procedures for implementing and maintaining changes that would increase the effectiveness of the organization.

Richard Beckhardt 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 scientific knowledge”.

Another definition is found in the rules for an effective organization by John Garden. 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 program for recruiting and developing talents.
- The second rule for an organization capable of continuing renewal is that it must be a welcoming environment for everyone.
- The third rule is that the organization must have built-in provisions for self-criticism.
- The fourth rule is that there must be a fluid structure within.

L. Lawrence defines organizational development as the ability of an organization to change towards a better perspective than the current one. However, organizational development is not only associated with planned changes. It aims at changes that improve the overall quality of life of employees in organizations. [Ashkenas, R., Manville, Brook, 2019]

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

The most extensive definition of the concept is offered by W. French and S. Bell, according to whom: “Organizational development is a systematic effort supported by management to effectively make decisions about problems and improve the organization by effectively managing the organizational culture, focused on a specific work group or teams, a culture that is shared through the mediation of a consultant-facilitator, and based on social activities, science, and behavior.”.

Angel Angelov defines organizational development as: “... long-term work to improve the processes for solving problems and for renewal in the organization by more effectively co-regulating the cultural postulates in the organization.”

According to Robbins' experience, it is "a set of techniques that try to make systematic planned change more effective." This author notes as a key characteristic of organizational development the fact that it is built on humanistic and democratic values.

A more extensive definition, given by Michael Beer and Anna Walton, is: "Applying theory from psychology and organizational behavior, organizational development encompasses a set of actions taken to improve organizational effectiveness and the well-being of workers. These actions or "interventions" are usually designed and implemented by an organizational development consultant, following his diagnosis of the needs and problems of a given organization. The set of tools that this practitioner uses covers a wide spectrum - from changes to the entire organizational structure to psychotherapy sessions with groups and individuals. [Ancona D., Gregersen, 2018]

Despite the above definitions of organizational development, it should be concluded that this concept is relatively new to the management literature and for this reason 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 an endless process;
- In order to achieve it, all employees should direct their efforts;
- Organizational development can be used as a means of dealing with changes inside and outside organizations;
- Organizational development tracks the transition of the organization from one state to another;
- Organizational development demonstrates the values of both institutions and employees in them;
- The process of increasing economic ties and interdependence between individual countries has an impact on organizational development;
- The 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 increasing value for organizations.

Organizational development could be achieved only 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, requiring 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, which are an important part of its prosperity. [Angelova Sl., & Hristova, L, 2019]

Training is related to development. Both processes include various goals and scope in their own nature. Training is associated with activities that are aimed at acquiring all kinds of skills and the result of it is improving the employee's work behavior in relation to the position he currently holds. On the one hand, development is a systematic strategic process related to the distinctive features and skills of employees, as well as those needed for the future, which means that it is aimed primarily at the external environment. On the other hand, the development of managers is internal and its goal is to improve their qualities and potential in order to ensure their greater contribution to the organization and society in the future.

Increasing the effectiveness of human resource management is an important part of implementing reforms and ensuring sustainable development of organizations. This means managing thinking objects, and this is the biggest challenge in an institution. The most time and energy is spent on managing the people who carry out the organization's activities. It is very often said that an organization is as good as its staff. The new realities undoubtedly require that the human factor in the organization be given primary, focused on the individual, teamwork and performance importance. 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 precisely this that completely changes the mission, vision, strategy and goals, which in turn transform the requirements for future employees, which is also part of organizational development. [Chankova, D., Vasilev, V., 2020]

People in the organization must realize that in order for a given organization to exist and develop effectively, it should constantly deal with the challenges that arise before it, i.e. understand that continuous changes are an objective necessity, from which both individual employees and the organization as a whole will benefit. In addition, they must be aware that positive results will not come "from outside", but will be a consequence of their knowledge, skills, efforts, which in turn requires training and a continuous pursuit of self-renewal. [Beckhard, R, 1969]

### **Characteristics and stages of organizational development**

As we have already understood, organizational development is important for the prosperity of the entire organization and includes various aspects and functions of management theory. For this reason, it is described with various characteristics, the most frequently cited 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 development of a new structure, in human resource management and the overall vision of the organization. [Vasilev, V., Stefanova, D. and Popescu, C. 2023]
- Organizational development is a process that includes 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 encompasses an analysis of the essence of the organization's goals, vision and policy, but also the emotional nature, 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 increased employee engagement, and hence their motivation to work.

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

- Nature and significance of the environment;
- Formation of work teams;
- Development of an organizational development program;
- Identification of actions to be taken;
- Determination of 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 in practice the main stages in the implementation of the organizational development program. Diagnosis is related to the continuous collection of data about the organization. The action component includes all necessary operations aimed at improving the organization. The third component is the maintenance of the process itself. [G. Mandip, Green HRM, 2012]

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

- Establishing mutual expectations and outlining cooperation guidelines.
- Reaching agreement on the purpose of the change.
- Planning and specifying methods and procedures, as well as their administrative support.
- Analyzing diagnostic data.

Providing results and planning further actions.

- Applying organizational development practices.
- Monitoring the organization.
- Evaluating the result and planning corrective measures.

Having examined the characteristics and stages of the organizational development process, we can summarize that it stands out for its multidisciplinary nature, complexity and multi-stage nature. [Gigauri, I., Vasilev, V 2023]

### **Strategic Framework of Organizational Development in Public Administration**

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

With Bulgaria's entry into the European Union, the need for improving the administration is becoming increasingly tangible. Taking into account the difficulties facing our country at this important stage, citizens, institutions and organizations realize the need for change in order to be contemporary and modern. [Gigauri, I. & Vasilev, V. P. 2022]

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

- For the purpose of good governance, basic principles such as: effectiveness and efficiency, transparency, accessibility, coordination have been adopted. Basic structures, functions and systems in the administration have been improved; tools and mechanisms have been introduced to implement effective control, transparency and accountability; In order to improve relations between business and the public sphere, mechanisms for implementing PPP and outsourcing have been introduced.
- Main actions related to improving human resource management in state administration are being undertaken in terms of training employees in public administration institutions, the

judiciary and non-profit organizations. Basic functions of human resource management such as selection, career management, motivation, etc. are being 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 the economic constraints and political dynamics, the Operational Program "Administrative Capacity" 2007 - 2013 managed to achieve its main goal, namely the construction of a modern state administration that reflects the requirements for a modern European administration. The effectiveness of the entire state administration has been improved as a result of improving the individual functions related to human resources management. [Gigauri I. 2021.]

Information technologies have been improved, which leads to improved administrative services and employee motivation.

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

Today's fast-paced, dynamic and high-tech world imposes the need for continuous self-improvement and organizational development. This shows the purposeful behavior of organizations that take care of their staff, which in turn will lead to quality customer service, increased motivation, creation of a favorable environment, fulfillment of goals, achievement of organizational excellence and organizational development. This trend reflects that modern administration has realized the need to be a "learning organization", adapting to the changing world and striving for continuous self-actualization. For prosperous organizations, as those in the public sphere strive to be, the development process is never interrupted. Implementing changes, apart from their successes, they work to maintain their leading positions

The considered definitions, characteristics, stages and strategic documents related to organizational development prove its comprehensive activity and its extensive field of application. [Iza Gigauri, Valentin Vasilev, & Zurab Mushkudiani. 2022] The areas in which organizational development can have an impact are:

- Mission, vision, strategy;
- Organizational structure;
- Organizational management;
- Strategic and operational planning;
- Monitoring and measuring the achievements of the organization;

- Designing functional units and coordinating them in a common system;
- Management structure;
- Management of human, financial and material resources;
- Leadership
- Decision-making mechanisms;
- Communications in organizations;
- Job design;
- Retaining and motivating people;
- Ways to manage conflict;
- Building and managing teams;
- Creating and managing external relations.

The successful implementation of the concept of organizational development would lead to an upsurge, improvement and updating of all the listed areas. It is the problem related to organizational development that would encourage managers, leaders, employees and workers to seek new opportunities and implement their innovative ideas in the name of creating a modern administration capable of satisfying public needs and welcoming its future employees with its modern vision.

In view of the analysis of the strategic and regulatory documents concerning the process of organizational development, the following main advantages of organizational development were highlighted:

- Continuous improvement – organizational development is a constant process aimed at improving both the internal environment of the organization and the external one.[ Goleman, Daniel, Richard E. Boyatzis, 2020]
- Effective communication – It is a key characteristic of organizational development. Open communication between employees and at the manager-subordinate level is the basis for finding effective solutions, implementing new methods and techniques to improve the organization's work and increasing employee motivation.
- Employee Development – In order for organizational development to take place, employees in the organization should possess certain knowledge and skills that respond 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 qualified and motivated employees. With 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. [Goler, L., Janelle Gale, Brynn Harrington, and Adam Grant, 2018]

### **Significance of the function “motivation” in the process of organizational development**

As we have already defined with the above definitions and characteristics – organizational development is a multifaceted process that embodies various elements and functions of management theory.

Without a doubt, motivation is important for personal and organizational development. This function has always been and will always be of interest. Motivation is important for every person, as it represents that inner feeling, desire, strength that makes us move forward and improve ourselves. Motivation “makes” us reveal the better part of ourselves and be more responsive and kind-hearted towards each other. In addition to a personal and purely human plan, this function is also important in our professional growth. A constant desire to prove ourselves, taking on many tasks, the willingness to take on more duties and responsibilities, show our aspiration for career growth. Such motivation would be useful for ourselves, since in this way we would feel appreciated and significant, but on the other hand, it would be useful for the entire organization.

Despite the significant number of documents, strategies and measures taken regarding the motivation of human resources in the public sphere, there is still no unified mechanism for determining the motivating factors and exercising a motivational policy.

But there is a desire to overcome this weakness in one of the strategies related to the organizational development of public administration - the Strategy for the Development of State Administration 2014-2020. One of its main goals is "professional and expert management". Measures in this direction are taken to increase the motivation of employees by improving skills, which will lead to quality service and satisfaction of the needs of citizens, increasing the qualification of those working in the state administration and overall organizational development of public sector institutions. [Hosain, Sajjad and Rahman, MD. Sadiqur, Green, 2016].

But in order to prove the importance of motivation in the process of organizational development, some basic concepts related to it should be clarified.

### **The essence of motivation**

The origin of the term “motivation” is Latin and is formed from the word “motive”, which comes from the Latin verb *movere*, translated as movement. In the Dictionary of the Bulgarian Language, motivation is defined as: “The presence of a valid reason or incentive, incentive for carrying out or undertaking some action”.

Motivation is a process of making a voluntary decision for a certain purposeful action or inaction in a certain situation. It is subjective in nature, takes place in the consciousness of the individual and comes down to his personal assessment of all the impacts on him, the signals that the economic, organizational and social environment in the enterprise or organization sends him.

Michael Armstrong defines that: “A motive is something that initiates movement; motivation is what makes people act and behave in a certain way. To motivate people means to direct them in a certain direction and to take the necessary steps to get them there”.

Marin Paunov defines motivation as: “... a set of mental processes that determine the strength and direction of behavior, causing the direction and maintenance of voluntary purposeful actions”.

Motivation is a process of encouraging oneself and others to an activity that leads to the achievement of personal goals and the goals of the organization.

An important contribution to the development of motivation and management science as a whole has been made by the School of Scientific Management, created at the beginning of the 20th century. Its followers - Frederick Taylor, Frank and Lillian Gilbert and Henry Gantt - began to pay more and more attention to the human factor.

A major achievement was the use of material incentives in order to interest the worker in increasing labor productivity and the volume of production.

In the late 1920s, Elton Mayo conducted a series of studies with his Hawthorne experiment, as a result of which social interaction and group behavior were determined to be the main factor related to increasing worker productivity. The conclusions, based on his research, are also fundamental for the School of Human Relations. Its representatives claim that the productivity of a given worker or employee depends on whether the employer takes care of his subordinates.

In the 1960s, the concept of Alpert appeared, who is credited with distinguishing two levels in the incentive-motivational sphere of the psyche – “need motives” (lower) and “development/self-realization motives” (higher).

We should add that the schools, approaches and studies considered form not only the theoretical aspect of motivational policy, but also are the basis for building the concept of organizational development.

Based on the above concepts, it can be noted that everyone realizes the need and importance of encouraging workers or employees to fulfill their work duties. The incentive to perform tasks is largely determined by the satisfaction of certain needs. They can be vital, such as – food, water or sleep, as well as related to the development of a person as a person and a

professional at work – material stimulation, social interaction, technological and other resources for performing work tasks. [Chorbadzhiyska, O. 2021]

The definitions considered show that motivation is a complex process that requires time to be examined in depth. The main task of motivation is to understand why people behave in a certain way and what makes them undertake certain behavior. An important factor in the development of employee motivation is the science of psychology, which studies the internal force that drives us and determines behavior. It is the motive that is the thing for which we undertake certain actions and behaviors.

The next conclusion that can be drawn is that unsatisfied needs are the beginning of the motivation process. They are usually defined as a lack of something, which can be physical or psychological and is reflected in the person's perceptions. For this reason, the motivation process consists of three steps:

- Existence of an unmet need;
- Satisfaction of the need;
- Use of conscious behavior.

With the reality of the existing conscious or unconscious need, the first stage of the motivation process occurs. Then we move on to searching for a specific goal or system of actions through which this need could be satisfied. This is followed by the perception of goals and attempts to achieve them. When a person reaches the goal, the need is satisfied. In general, people strive to repeat that behavior that associates in them with satisfaction of needs, and to avoid that which associates insufficient satisfaction. Important in understanding and developing the management function motivation is the awareness of the internal and external motives that guide the behavior of the individual.

External motives, which represent a set of certain actions and approaches of the employer to increase motivation (for example, remuneration), can have a quick and strong, but rarely long-lasting effect, unlike internal (satisfaction with achievements, professional fulfillment), related to the quality of working life, which have a lasting effect because they are inherent in the individual, and are not imposed from the outside.

It can be said that internal motives also affect self-motivation. It is precisely this that also represents the incitement of immediate action after making a decision.

### **Content theories of motivation**

From the analyzed essence of the motivation process, its steps and characteristics, the complexity of motivation arising from certain needs that incite people to certain actions is noticeable.

An individual is distinguished by inherently diverse values, character, morality, perceptions, which leads to different needs. This leads to a complex situation in which managers should know their employees, their needs, but at the same time implement a common, fair and dignified policy towards all their subordinates. This argues that the key to an effective organization is the human factor, through which organizational development can be achieved. Without a doubt, every manager, in order to be successful, follows the interests of the organization, reflecting the needs of its employees.

All this complexity, arising from the possibility of the diversity of needs of certain individuals in management, as well as from the multitude of motivational factors that would influence work behavior, suggests the creation of theories that group them.

Depending on the mood and attitude of people, not all needs will have the same impact on a person - some may have a more pronounced impact than others. This gives rise to the creation of so-called content theories. The foundation on which they are built is that motivation is the result of internal factors that incite to a certain action. They answer the question: What elements in the individual or the environment determine the behavior and actions of people?

### **“Abraham Maslow’s Hierarchy of Needs”**

This theory has the greatest recognition in the field of management fundamentals. It was presented by Abraham Maslow in 1943. It gained popularity as the “Hierarchy of Needs Theory”. According to it, a person’s needs determine his actions. Maslow divides the theory into five stages, during which different needs are accepted in their essence:

- Physiological needs - food, water, sleep, health;
- Security needs - shelter, safety, security;
- Social needs – love, family, community;
- Esteem needs – respect from co-workers, recognition, self-esteem;
- Self-actualization needs – need to realize one’s potential and self-actualize.

According to Maslow, the needs of each individual can be determined by visualizing them in the form of a pyramid. It should also be noted that each physiological need and the consumer behavior associated with it serves as a means for the emergence of other needs.

The need for security includes the need for protection on both a physical level and a psychological one from the external environment, stability, and the absence of fear.

Social needs include the need for belonging. This means feeling that you are a part of someone or that someone belongs to you, the feeling that others accept you, the feeling of social interaction.

Esteem needs include: the need to respect yourself, your achievements, and those of others. Usually, people have a need or desire for stable, high self-esteem, self-respect or a sense of dignity and the feeling that they are valued by others. Therefore, these needs can be classified into two subgroups. They are, first of all, the desire for independence and adequacy. Second, we have a desire to enjoy a good name in society. To satisfy the need for high self-esteem, we should believe in ourselves, our abilities and feel useful to others. The need for self-realization or self-actualization is a need to realize our capabilities and the desire for personal development.

We can summarize this theory by taking into account that people's needs are constantly changing. Physiological needs are related to necessary living conditions and are not a motivating factor in themselves. The need for security is desired by many people, but it is often a prerequisite for the lack of development. In the context of the functioning of public administration, employees feel secure by falling into a closed hierarchical structure and often remain in administration throughout their working lives.

On the other hand, if we take an employee who was a junior expert, then he was promoted to head of a department and after some time was reassigned to head of the relevant institution. In this situation, does it mean that he no longer has the needs, since he has reached the highest, namely self-actualization.

Taking into account the considered characteristics of the theory and its applicability in the public sphere, it can be concluded that despite the undeniable scientific asset that the theory has for management science and the study of motivation, we can rather assume its informative nature for the functioning of public administration.

People have different needs, expectations and accordingly take different actions. Their needs change not only by growing professionally, but also by changing themselves and cultivating qualities that they did not have before.

That is why in the modern world we can define the last level of the pyramid, namely self-actualization, as the most significant in the process of motivation and including various aspects of psychology and management.

### **“David McClelland’s Theory”**

David McClelland’s theory is also based on needs. According to his research, people have three inherent needs: power, success, and belonging.

The need for power is expressed as a desire to influence other people. Often, people who possess this need are defined by others as careerists in a negative and crude sense, as they are distinguished by their desire for control in every respect. But one should not look only

for their negative appearance. If reference is made to Maslow's theory, the need for power may be located between the need for esteem and self-actualization.

The need for success is also located between the needs for esteem and self-improvement. It is associated with motivation from a job well done to the end.

The need for belonging is expressed in the social appearance of the employee in organizational relationships. This need is expressed in the person's desire to be a component of a whole and the need to be liked and approved by more people.

McClelland has studied and systematized the features of the behavior of people with a strong need for achievement and summarized:

- people choose not very difficult, but achievable goals;
- almost never leave themselves to the possibility of something happening, they prefer to influence the final effect;
- definitely choose work in which they receive accurate and clear feedback.

According to McClelland, a person can master these needs through specialized training.

### **“Herzberg's Two-Factor Theory”**

Frederick Herzberg in the second half of the 1950s developed a theory of motivation based on needs. According to him, there are two main factors for motivating people - Hygiene factors and Motivators. Hygiene factors are defined as external working conditions, the lack of which leads to dissatisfaction in people. The presence of these factors does not lead to motivation for work of workers, but to the absence of dissatisfaction. This group can include factors such as: security; working atmosphere, working conditions and others.

Job satisfaction is often associated with the possibility of career development, feedback in the form of recognition for completing a certain task, giving freedom. Herzberg calls this group of factors "motivators", because they emphasize the importance of the employee and the recognition that he receives. Motivators are the basis of a person's desire to develop and be satisfied with his work.

Motivators are equivalent to Maslow's higher-level needs. These are factors that satisfy people and make them develop. The presence of hygiene factors in themselves does not motivate people, but on the other hand, their absence leads to a certain degree of dissatisfaction. In order to effectively use Herzberg's theory, it is necessary to compile a list of hygiene and especially motivating factors and to give employees the opportunity to determine and express their preferences themselves.

Herzberg's theory has contributed to the development of motivational science, but it is nevertheless defined as extreme and does not subjectively take into account the preferences

and differences of people and their behavior towards certain factors. In the context of the functioning of public administration, the theory is not applicable, since to some extent it rejects the possibility of the emergence of unforeseen actions, facts and circumstances.

A main conclusion that can be made about the substantive theories of motivation is that they all consider similar needs. In addition, their authors are aware of the need to satisfy the needs that people have. These theories emphasize human behavior and try to explain what makes people act in a certain way. A key drawback can be stated that they do not take into account differences in the value system, interests and desires of people. Moreover, the presence of a motivational factor does not necessarily mean the occurrence of motivation and a certain behavior in each individual. If we look at the substantive theories in the context of the internal environment of public institutions, which we can say are distinguished by their aging administration, we will realize that different incentives and motivating factors do not act in the same way on different generations. This is an important understanding that is not embedded in the concept of substantive theories of motivation and it is for this reason that we will also consider the next group of theories of motivation – procedural motivators.

### **Process theories of motivation**

These theories pay less attention to needs and focus on the internal actions and thoughts that occur in a person to take a certain action. This makes them more adaptable to practice. They analyze the distribution of a person's efforts to carry out a certain behavior and achieve the desired goals.

### **"Expectancy Theory"**

The main statement according to the Expectancy Theory is that the presence of certain actual needs is not a sufficient and necessary condition for a person to feel satisfaction and motivation to work. According to the theory, expectation is defined as the probability that a given event will occur according to the judgment of the given person. The creator of the theory - Victor Vroom - defines the motivation of the individual in relation to three relationships:

- expectation in relation to the relationship "labor costs-results";
- expectation in relation to the relationship "results-reward";
- expectation in relation to the relationship "reward-satisfaction".

These three interrelationships must work together in synchrony to achieve effective motivation. The main contribution of the theory is that for the first time, remuneration is directly defined as a motivating factor.

According to the theory, the motivational process is managed and determined by making a choice, as a result of which a certain behavior will be selected

If we consider the theory in the context of public administration, we should note that the three interrelationships mentioned are important for the motivation of employees in public sector institutions. However, it can be said that people have different expectations and therefore undertake different behavior.

### **“Adams's Theory of Justice”**

The theory of justice determines that when a person feels unfair, he seeks to take a certain action to limit it. According to Adams, the greater the motivation, the more justice employees feel. People often compare the remuneration and the amount of work done with other employees of their rank. If we apply the theory in public administration, it often happens that experts from the same level of management in the same position, but with different areas of activity, receive different remuneration. This discrepancy in expectations that, for example, a junior expert will receive remuneration that is the same in size as another junior expert in the same administration, often leads to stress and tension. Therefore, we can conclude that expectations of fairness should be in all functions related to human resources management.

According to the theory, the assessment of remuneration, workload and feedback of each individual employee is associated with a sense of fairness and injustice. This assessment is made on the basis of a comparison of how fair his remuneration is, but always in relation to that of his colleagues.

The balance of giving and receiving is of utmost importance both professionally and personally. In their work, employees have expectations that the quality and volume of work will be adequately rewarded and appreciated. And to what extent our value and worth is determined by the external environment or is a consequence of ourselves - depends on the worldview and the degree of self-awareness we have reached. It is an undeniable fact that justice affects motivation, organizational culture and organizational development in organizations.

### **“Locke’s Theory of Goal Setting”**

This theory places a primary emphasis on goal setting and the ability to achieve ambitious goals. It is based on the understanding that everyone should know their potential for development, and the organization should support it and create such conditions for its development. This also requires a new vision and management style for managers – they should not be controlling, but rather challenging and giving freedom to employees to develop and be enterprising regarding the goals and tasks they set. From the point of view of the

applicability of the theory in public administration, we should note that employees must possess a certain degree of emotional intelligence in order to be able to correctly assess their abilities and set their goals. On the other hand, managers in the public sector still do not give useful freedom to subordinates, taking into account the authoritarian management style that is still prevalent in some places.

### **"Skinner's Theory"**

This theory is based on reward and punishment, determining that reward has a positive effect on the employee's behavior, and punishment determines his negative behavior in the work environment. The emphasis in the theory is placed on the exact time of the reward for a job well done. In this way, the employee remembers the specific action that he must perform in order to receive positive feedback.

Based on the analysis of the two groups of motivational theories, we can conclude that:

- Content theories place a primary emphasis on needs;
- Process theories have practical significance and explain the behavior of the individual;
- The global goal of both motivational categories is to determine the individual's motives for a certain action or inaction;
- The theories considered present a basic framework of motivation. Managers can apply individual factors and actions and create their own motivational theory, taking into account the individuality of their employees and the management style they follow.
- To create an effective motivational theory and environment, employee dissatisfaction should be minimized.

### **Motivational Models**

Motivational models provide practical direction to the motivation theories discussed above. In order to achieve more effective implementation, the motivational climate in the organization must be studied.

Managers can focus on a specific model or combination of models and on this basis build their overall motivational strategy in the relevant organization.

### ***Model of economic rationality***

This model is based on Frederick Taylor's understanding of the economically motivated person. According to this model, people are motivated by a combination of rewards and punishments, and a person strives to work harder in order to earn more and satisfy their needs to the maximum. In order to motivate people to give more of themselves, the employer must

increase the salary accordingly. On the other hand, in case of ineffective work and failure to complete it on time, the employer must use punishment.

We would say that this model would not be sufficiently relevant and applicable today, since the era of technology and the renewal of knowledge builds a new idea and requirements of employees for the motivational environment that organizations create. Based on this model, we would conclude that it satisfies lower needs and provides one of the main hygiene factors, namely labor remuneration.

People today invest a lot of time, money and effort to be sufficiently informed, educated and adaptable, which inevitably leads to increased demands on organizations. Employees do not simply strive to earn some money to "survive", they try to be emotionally intelligent and make efforts to satisfy their higher spiritual needs, while also looking for an environment that provides them with such an opportunity.

The transition and development to the information society certainly reveal a new picture to the economic and social environment, as people change their lifestyle and strive for personal and professional growth. This in turn obliges organizations and managers not only to demand more from their current and future employees, but to be "conductors" of change in the working climate, organizational culture, organizational development and the motivational process that they build.

Despite the shortcomings and the impossibility of applying it today, the model has contributed to the development of motivational science by reflecting the importance of material incentives in the process of motivating employees. Although financial gains and labor remuneration remain important in the process of motivating work, we would say that the model is underdeveloped and considers only one aspect of motivation. This, in turn, is insufficient for a modern person striving for new horizons and wishing to be a worthy citizen of the European Union.

We can summarize that the model of economic rationality would be relevant to the current state of the business sector rather than the public sector. This is because the main goal of business organizations is pure profit, which in turn means that financial incentives should be the driving force for business workers. On the other hand, it is precisely modern organizations from the high-tech sector that have overturned the idea of motivation and imposed a new culture in organizational development.

### ***A model of human relations***

The model was formulated on the basis of established shortcomings of the previous one by Elton Mayo and his like-minded people, to take into account different social needs. The

individual's need to belong to a certain social group is not put in the foreground. The model completely rejects economic factors and affirms the immaterial and spiritual interests that workers or employees satisfy in the labor process. Mayo's beliefs can be summarized as follows:

- Colleagues, friends and the relationships we build in our work path make a major contribution to workplace motivation. Very often, a primary motive for staying in a particular workplace is the team and interpersonal relationships created in the work environment
- With the development of technology, the work process itself loses its meaning. For this reason, people seek value in creating friendships and social relationships;
- People responded more to their colleagues than to control by their supervisors;
- To satisfy their needs, people respond to the ideas of management.

In summary, we can say that the model of human relations is in opposition to the model of economic rationality. The creators of the human relations model define that people's motivation comes from established social contacts, relationships and connections within the organization, not from material incentives. As here, the importance of not only interpersonal relations, but also relations between employees and managers is determined.

The model of human relations pays attention entirely to the factors of the social environment and spiritual needs. He defines their role as fundamental and sufficient in the process of motivation, completely ignoring financial incentives.

Despite the indisputable contribution that the model of human relations has to management and motivational practice, since through it attention is paid to the "invisible motivators" from the social environment, its main drawback is the complete abandonment of the motivating importance of money. Let's not forget that they are an important factor and necessity for ensuring a certain standard of living. In this regard, we can say that material stimulation is important for satisfying certain of our needs and should not completely disappear as a factor in the motivational process. In this sense, disregarding them would not lead to synchronicity in the work and attitudes of employees with the organization.

Modern organizations cannot rely solely on good relations and a friendly work environment. This is another weakness that can be identified in the human relations model. Today's institutions, given the dynamism of the factors of the external environment, should build such an organizational climate that is sufficiently effective for both managers and employees. They must give enough freedom to their subordinates, express their recognition to them, strive to unite them, but also create prerequisites for organizational development as a whole.

The modern environment requires the improvement of management tools related to the motivation and socialization of employees. A major method in public administration that is used

to improve social interaction between employees is mentoring. While the business environment and especially the IT sector are more open to change and more creative about the adaptation of employees in organizations. In order for innovation and effective social interaction between employees and between employees and citizens to occur, the public administration should become "more hospitable" to changes concerning not only formal rules and norms, but relationships affecting the motivation of its employees, users of services in the form of citizens, and the achievement of organizational development.

### ***A model of self-actualization***

The model was created based on the findings of Maslow and Herzberg and their belief that the most important of these needs, in terms of long-term motivation, are those related to self-actualization. Supporters of the model determine that external factors have a rather short-term impact on employee performance.

Significance on the development of the model is shown by Douglas McGregor with Theory Y. According to it, people take purposeful actions to achieve the goals of the organization to the extent that they are committed to these goals. A major weakness of the model is that it underestimates the importance of money as a motivator and emphasizes more on internal factors related to satisfying people's needs for recognition, self-development and self-realization.

A main characteristic, which we can define as a disadvantage of this model, is the underestimation of money as a motivational factor. The topic from the point of view of financial incentives is delicate, but also significant. Some people could accept money as a form of recognition and development. We must not forget their importance in the desire to achieve a certain standard, lifestyle and the satisfaction of some needs. According to the self-actualization model, employees' primary motivation comes from themselves in the form of self-development, self-realization, and responsibility.

It is an undeniable fact that self-motivation is an important element of the overall motivational process that directs us to a certain action and behavior.

On the other hand, the model does not completely negate the influence of remuneration and other additional financial benefits and extrinsic incentives. Its proponents believe that they have less long-term influence than the need for self-actualization.

For many people who value security, money is one of the key things that represent it:

- They often seem to be happier with a guaranteed income and can have a small but secure salary than one that depends on their performance, even if it turns out to be greater;
- They may also be interested in pension schemes promising security in the future;

- Will be enthusiastic about anything that makes the contract more secure.

When it comes to motivation, it should be noted that money is defined as a "hygiene factor". If people think that they are not paid enough, usually in comparison to others, they are demotivated, but once they feel that they are being paid enough, they will feel more valued and important. Many complaints about money arise when someone finds that someone they consider less valuable than themselves is being paid better.

The importance of money is undeniable. Everyone studies more in order to realize themselves and earn more in the future. Everyone strives to find a job that matches their education. Everyone is giving out to be noticed at work and rewarded for it.

However, the importance of money should not be absolute. As necessary as they are and somehow leading in our work behavior, our perception of them depends on ourselves and our value system and morals.

### ***A complex motivational model***

The complex motivational model was developed by Lowther and Porter. Its main goal is to improve the previous models by suspending their weaknesses and offering a new vision of motivation that includes factors that are inherently diverse. The model includes two constant identifiers that define the person's effort in the job:

- The value of the reward is important to the person to the extent that it satisfies his needs;
- The expectation that the effort the employee puts forth will translate into a reward he desires.

The model identifies two variable factors that influence motivation:

- Abilities - individual qualities such as intelligence, dexterity, knowledge;
- Role perception - the individual's feelings about a job.

Motivational models embody knowledge and theories related to employee motivation. Each of them could be effective according to the situation, the views of the employees, the leadership style of the leader or manager and according to the capabilities of the organization. We would not say that there is an ideal model. Each manager can choose and combine such a theory and model that reflect his understanding, but also the expectations of employees. However, we should not deny the indisputable contribution of all the authors and practical studies that built management science and helped the development of human resources management. This theoretical foundation is both a basis for future research in the field of motivation and an opportunity for managers to think about and care for their employees.

Motivational models would help to achieve a good and effective management, at the basis of which are undoubtedly the most important resources - human. For this reason, motivation is an important process in the development of the organization as a whole.

Changes in the modern environment inevitably have an impact on the adaptation of motivational models to public administration. They should be modified and adapted to the dynamism of today's world.

Motivational models are the ways and tools with which organizations could cope with the complexities of modern management.

Given the closed organizational model that characterizes the public administration, adapting it to the dynamic macro environment and implementing an effective and innovative motivational model would be a complex task. Despite the strict hierarchy, managers of institutions in the public sphere must be innovative and open to change in order to achieve simultaneous satisfaction of employee needs and organizational development. This process can be achieved by broadening the worldview of governors, managers and executives, by studying and applying good practices that could be even from the private sector and other European countries. In this way, the Bulgarian state administration will show its desire to transition to a democratic and open government, which corresponds to the modern European state.

### **Non-monetary incentives to work**

With the motivational theories and models that we have examined, we have indicated 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 job security 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 persistent 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 exactly 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.

### **The 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 leader. 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 stems 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 must 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, 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 the encouragement of employees to propose ideas, we should recognize a weakness and a lack of tools in the public administration. Acceptance of ideas by employees is a way to feel significant in the management process, and why not in the process of organizational development, this is the way to "break" stereotypes and establish 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 to managers focuses 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.
- 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 in some way neither of you.
- 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, the manager should 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 managers 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 managers. 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 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 must 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 should 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.

Leaders need to motivate themselves so that they can motivate and inspire their subordinates, not just do their jobs behind the scenes. dream, but 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.

### **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 the motivational climate 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 motivational climate within an organization.

Influence of organizational behavior on employee motivation and organizational development

Organizations are multi-component systems with each individual part making a unique contribution. The complexity of organizations from the public sphere stems from the multitude of legal acts that determine: the manner of their creation and functioning; the means by which to support themselves; the methods of selection, appointment and evaluation of their employees. Along with all this formality, both the dynamism of the external environment and the development and interests of people inside the organization should be taken into account. It is organizational behavior that determines the way of working both of the organization as a whole and of the individual subordinate.

In this sense, organizational behavior can be defined as knowledge about individual behavior and group dynamics in an organizational context (organizational structure, technologies, tasks, performance) under constantly changing conditions of the external environment.

Organizational behavior can be defined as a social science that studies the relationship between operational efficiency and employee needs.

It is for this reason that organizational behavior is an important factor for organizational development and satisfying people's needs, which in turn would improve the work climate and motivational environment.

These distinctive features of the science of organizational behavior reveal its multidisciplinary nature and outline one of the main statements in management theory - human resources are the most important and valuable resource of any organization. In support of what has been said, the notion that organizational behavior studies the individual behavior of each of the employees is also based. In addition, we have already emphasized the importance of managers in the process of organizational development and employee motivation, which inevitably means that they also play a significant role in organizational behavior.

In order to achieve effective management and satisfied employees, managers should constantly monitor the requirements of employees, be open to communication and change, which means that they must exercise a certain management style and possess certain qualities and skills such as:

- Technical skills - given the development of information and communication technologies, there is an increasing demand for managers with skills related to working with certain software.
- 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 managers 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 and only the conservative style.

Undoubtedly, the development of technology requires a change in organizational behavior and culture. The main impetus caused by globalization is expressed by the recognition of the fact that improvements in the effectiveness of organizations are closely related to the human factor, and from there to the practices of employment, 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 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, intersectoral and interdisciplinary mobility of researchers. Individual grants help young scientists to continue part of their careers in another country in the Union or outside the Union. They also provide an opportunity to renew a research career after an interruption. This initiative of the European Union 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 donation 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.

### **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 preparing letters, orders, sharing knowledge, 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 the observance of 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, compliance with the forms of organizational culture would help 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 is constantly linked to 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.

## CONCLUSION

The present study showed that the Bulgarian authors and the Bulgarian administration strive to renew the vision of public management and emphasize the thesis that the modern administration is trying to get out of the framework of the closed system and is ready for changes concerning the effective management of its human resources and increasing the quality of the services it offers to society. In this regard, a contemporary challenge for management is to raise the image of public organizations both in terms of their internal environment and the working conditions they offer to their employees, as well as from the external environment and increasing the trust of citizens in the work of the entire administrative apparatus. This dissertation focuses on employee motivation as part of the overall organizational development of public administration.

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