

THE MANAGEMENT OF HUMAN RESOURCES IN PUBLIC SECTOR: AN EVOLUTION BETWEEN 2013-2016

*Dorina ȚICU**

Abstract

The present article aims to establish a series of features related to the human services management in the public sector, in terms of the satisfaction at the workplace, of the needs and of the necessities that motivate the actors involved at this level.

The present research is based on the average method, the present article trying to identify which are the traits that motivates the actors implicated in the decision-making process, through the prism of the similarities and the differences that occur within the period 2013-2016 in the local public administration (Iași City Hall).

Keywords: public management, human resources, motivation, needs, public sector

Résumé

Cet article vise à faire un certain nombre de fonctions liées à la gestion des services humains dans le secteur public, en termes de satisfaction au travail, les besoins et les besoins qui motivent les parties prenantes à ce niveau.

Cette recherche est basée sur la méthode comparative, cet article cherche à déterminer quels traits qui motivent les acteurs impliqués dans la prise de décision, par les similitudes et les différences qui se produisent dans le temps 2013-2016 dans le gouvernement local, à savoir Mairie Iași.

Mots-clés: gestion publique, les ressources humaines, la motivation, les besoins, le secteur public

Rezumat

Articolul de față își propune să determine o serie de caracteristici legate de managementul serviciilor umane în sectorul public, prin prisma satisfacției la locul de muncă, necesităților și nevoilor care îi motivează pe actorii implicați la acest nivel.

Cercetarea de față are la bază metoda comparației, articolul de față încercând să identifice care sunt trăsăturile care îi motivează pe actorii implicați în procesul decizional, prin prisma asemănărilor și a deosebirilor care apar în intervalul de timp 2013-2016 în administrația publică locală, în speță Primăria Municipiului Iași.

Cuvinte cheie: management public, resurse umane, motivație, nevoi, sector public

* Associate professor PhD, Department of Sociology and Social Work, Faculty of Philosophy and Social Political Sciences, "Alexandru Ioan Cuza" University of Iași, Carol I 11, 700506, Iași, Romania; e-mail: ticudorina@yahoo.com

1. Introduction. The human resources management

“The human resource management is that management component of the company that handles the development and optimisation of human resources in order to obtain the desired performances and the achievement of the objectives of one organization” (Prodan 1999, 8).

The human resources management comprises a variety of activities that can be synthesized in relation to the evolution of the domain itself (see *Table 1*) (Prodan 2004, 9-10).

Table 1

Management doctrine	The structure of the power	Links in communication	The policy of human resources management motivations	Human resources
Classical school (F.Taylor) (Taylor 1911)	Unity of command	The principle of official relations	System constraints / motivation	Security, stability, objectivity
Neoclassical school (P. Druker) (Druker 1993)	descentraliation	Short information channels in order to avoid the loss of users	Competition, delegation of the power, promotion according to the results	Balance between positive and negative motivation
Human relations school (R. Likert) (Likert 1967)	Participative leadership	The superior is the inter-and intra-group communication agent	promotion according to the results	The establishment of a favourable climate, friendship, pleasure, comfort
Social Systems school (E. Trist) (Trist 1959)	Limited unity of command	Informal communication, influence by the environmental changes	promotion according to the results	Models for solving internal conflicts
Operational research school (J.W.Forrester) (Forrester 1968)	Every actors counts	The role of quantitative information	careers management	Professional development programs
Systems model (M. Crozier) (Crozier 1980)	Each post is a subsystem	quantitative information	careers management	Professional development programs

All of these dimensions of the public management can be retrieved and placed in the public sector, at the level of administrative institutions, at the local public administration. Thus, one of the dimensions that the human

resource management (implicit in the public space) is considering is that of the motivation of the actors implicated at this level – of their needs, of their degree of satisfaction at work, of their necessities – motivation which may determine the decision making process.

2. Human resources management in public administration

At the level of the public administration-the local public administration-in order to put in place the administrative activities, the human resources management involves a adaptation to the specific institutional structure, to the public sector and to the specific processes and mechanisms. This has brought a variety of services, offices, legislative procedures, created legislative procedures, of resolution, of specific implementation, especially on the size of the executive dimensions that the institutions have.

This causes the fact that the bodies mentioned should be staffed by personnel with some preparation, their material base being provided by the State, county, municipality, etc.

In order for public administration (in particular, local public administration) to carry out the tasks which it has on the decision-making agenda, it is necessary that the human resources management to be closely linked to the status of public functions – seen as the grouping of tasks, skills and responsibilities, that can be occupied by individuals with specialized training, which should carry out the public service tasks in practice as well as they are grouped into public functions. The individuals that are occupying, in accordance with the law, the public functions within the public administration shall bear the names of civil servants.

From this point of view, the human resource management in local public administration (at the level of this analysis, the city hall) is determined, on the one hand, by the characteristics of the activities of the public servants and, on the other hand, by the organisational climate.

In relation to the activities of public servants, the principles that are underlying their activities are: "immediate and efficient, free of prejudice, of corruption, of abuse of power and of political pressure of all the activities" (Vermeulen 1998, 143); exclusive activation of the criteria of the competence in relation to its own activities; stability.

In relation to the organizational climate, the method of functioning of the administrations, the values and principles developed at this level, the typology of relationships between actors (employees) can determine the way in which the actors act, their needs, the necessities, the way in which they perceive work (the degree of satisfaction at workplace).

These ways of reporting of the actors/civil servants are extremely important because their relationship with the processes and the administrative mechanisms is directly one, influencing them.

In other words, the human resources management is crucial at the local public administration level as it influences the administrative process management itself, the degree of the efficiency of the public administration. In fact, the relationship between the local public administration and the human resources management in this sector is a two-dimensional one: on the one hand, the administration can determine the needs, the level of satisfaction at work, the necessities of the actors involved at the public level, on the other hand, managing them is decisive, as it may determine the actions of their actors, their efficiency, effectiveness or success.

The present analysis aims to identify the necessities, the needs, the feelings of the actors from the local public administration, which can determine the administrative processes itself at this level, on the basis of their evolution in time.

3. Methodology and sample

The present analysis aims to operationalise the rational actor model (A. Downs), from the perspective of the actors involved in the decision-making process, based on the results of two investigations in the year 2013, and then in the year 2016 at the Iași City Hall. The present analysis aims to identify the dynamics of the actors involved in decision-making process, starting from this temporal analysis.

The research sample is composed of 232 respondents, employees of the municipality of Iași, meaning about an average of about 15.76 percent of the total population of civil servants in this institution (1472). Construction technique of the sample was that of the "snow ball mechanism" (Miftode 2003, 256) (see *Table 2*).

Table 2

1.City	2.No. employees	3.Sample
Iași 2013	736 ¹	116
Iași 2016	736	116
	T: 1.472	S: 232

¹ Curierul de Iași, Available online at: <http://curierul-iasi.ro/a-fost-finalizata-organigrama-primariei-municipiului-iasi-813>, [2 december 2014, 18 january 2017].

The tool used at the level of this research is the questionnaire. It was drawn up to meet the auto-appling technique, having in their contents both closed and open questions.

4. Results

In terms of the degree of satisfaction of respondents with them work place and in relation to them daily activities, whether in 2013 – 18.1 percent of respondents declared that they are very satisfied percentage increases to 21.3 percent in 2016; 45.8 percent were satisfied in 2013, in 2016 percentage increases to 52,5 percent; in 2013 – 19.7 percent were neither satisfied, nor dissatisfied, in 2016 percentage increased to 13.4 percent; in 2013 – 2.8 percent were dissatisfied, the percentage increases in 2016 at 4.9 percent; and in 2013 – 3.4 percent were very dissatisfied, so that in 2016 the percentage drops to 1.6 percent (see *Fig. 1*).

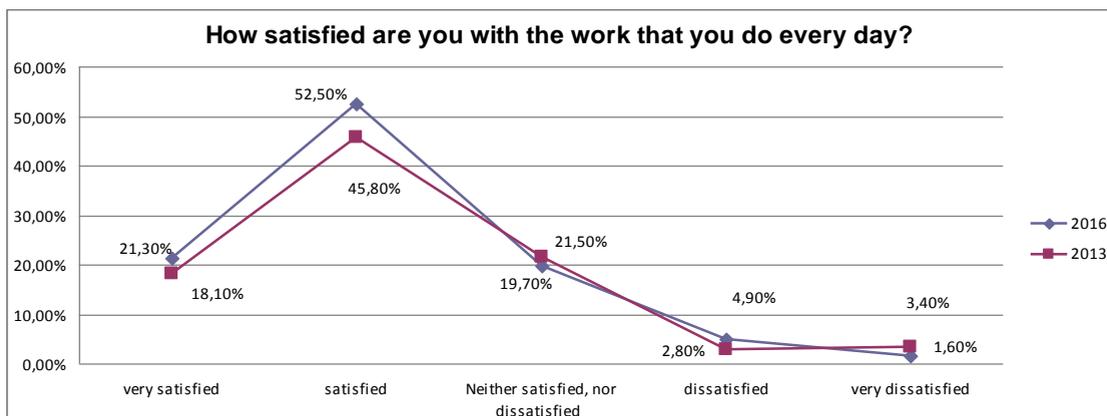


Fig. 1. The degree of satisfaction

Watching the dynamics of 2013-2016, the largest percentage difference between years is for those actors that are satisfied (6.7 percent). Moreover, the percentage of those that are very dissatisfied, and of those that are neutral increases, overall we can affirm that the dynamics of the degree of satisfaction of employees in the workplace is a positive one once with the passage of the time.

As regards the way in which respondents feel at work, if in 2013 – 49.1 percent felt comfortable, in 2016 the proportion rises to 60 percent; if in 2013 – 5.2 percent felt compelled, the percentage increases in 2016 at 6.7

percent; if in 2013 – 28.5 percent felt stressed, so that in 2016 – the percentage drops to 26.7 percent; and if in 2013 – 1.1 percent felt bored, the percentage rises in 2016 at 3.3 percent (see *Fig. 2*).

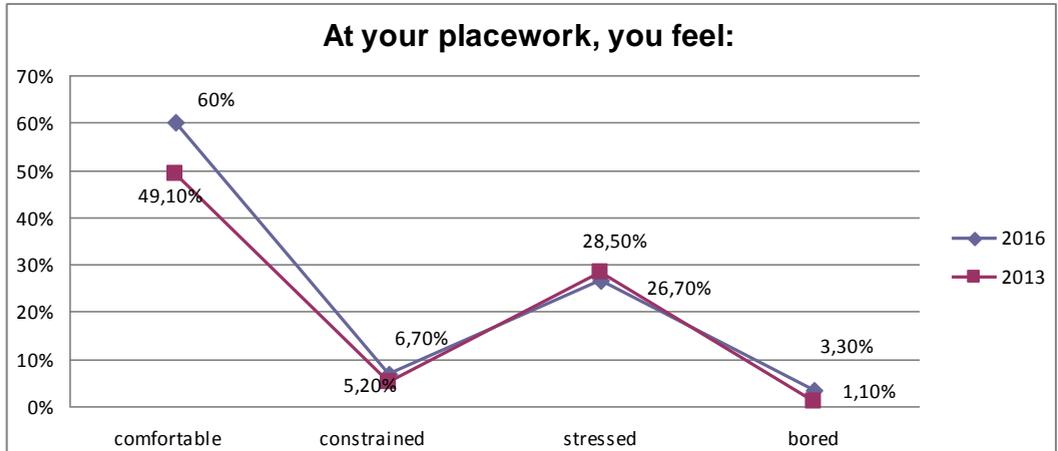


Fig. 2. The perception of the workplace

It may be noted that the biggest difference between the percentages per years is in the case of an indicator with a positive aspect (comfortable) (over 10 percent). Furthermore, although three of the four indicators were a negative aspect (constrained, stressed, bored), one of them (constrained) shows a decreasing value over time, and for the other two (stressed, bored), even if their percentage values grow once over time, the amount of increase does not exceed 2,2 percent. The overall impact of these values appears to be in this case a positive oriented one in relation to the management of human resources at the level of the institution.

Also, to identify the needs of the decision makers we used the Maslow's Theory in order to determine the pyramid of needs that decision-makers were activateing usually in different ways, owing to the psychological needs, the safety needs, the social needs, the needs of appreciation and the needs of self-development that were operationalised through a series of items presented by Stephen P. Robbins in *Organizational Behavior* (Robbins 2003, 156) (see *Table 3*).

The dynamic of the needs of the actors is generally a descending one from 2013 to 2016, regardless of the type of the needs. If in 2013 – 38.3 percent of respondents activated the psychological needs, in 2016 – the percentage falls to 31.1 percent; if in 2013 – 19.1 percent activated the

needs of self-development, in 2016 – the percentage falls to 9.8 percent; if in 2013 – 23 percent activated the social needs, the percentage drops to 18 percent in 2016; if in 2013 – 24.8 percent activated the safety needs, in 2016 the proportion falls to 21.3 percent; if in 2013 – 28.4 percent activated the needs of appreciation, in 2016 the proportion reaches 18 percent (see Fig. 3).

Table 3

The type of the needs	Item
Psychological needs	The job that I have ensures to me the daily livelihood.
Self-development needs	If I am well prepared, I feel I can always move forward.
Social needs	I have created friends at the work.
Safety needs	I feel safe at the workplace.
Needs of appreciation	I feel respected at the workplace.

In relation to the three variables that form an integral part of this study, those of the needs has the biggest differences within three years. Besides the fact that all the needs are less assessed, their hierarchy is a different one.

If in 2013, the actor's motivation was determined by following hierarchy of the needs (in descending order): the psychological needs-the appreciation needs-the safety needs-the social needs-the needs of self-development, in 2016, motivational logic of the actor registers the following decreasing hierarchy: the psychological needs, the safety needs-the safety needs, the social and the appreciation needs-the needs of self-development (see Fig. 3).

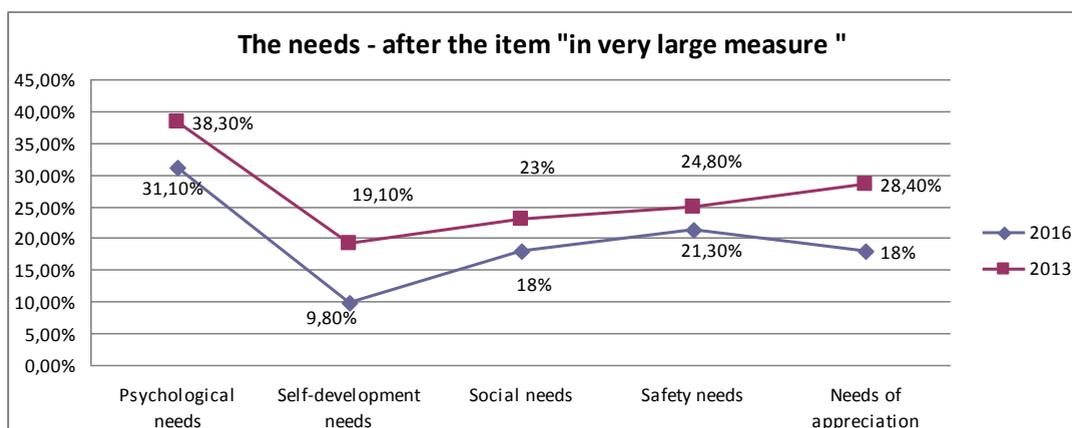


Fig. 3. The needs of the actors

It may be noted that the actor is most motivated by psychological needs in both 2013 and 2016 and the least of needs assessing. The strongest decline in the year 2016 is for the appreciation needs (10.4 percent) followed by the the needs of self-development (9.3 percent). The closest values of the percentage are those of safety needs (3.5 percent less for the year 2016). The social and the appreciation needs gain the same importance for the actor in 2016.

Correlating the three variables of the present analysis, the dynamic of the actors' motivations emphasizes that the degree of satisfaction and comfort of the actors has increased in the range of the three years subject to analysis, their degree of stress decreases, but these positive changes are not related to the positive development of the needs or to the satisfaction of the needs of self-development (that has the lowest values).

The positive changes at which we referred, appear to be linked to the satisfaction of the psychological and safety needs. At the same time, however, it increases the percentage to those who are dissatisfied or very dissatisfied at work, of those who feel compelled, or bored. On the other hand, the decrease in the percentages of all the needs of actors in 2016 may reveal that they were not satisfied by the management of the institution, or, on the contrary, we cannot exclude the reverse hypothesis: these needs have been satisfied, and because of the fact that the degree of satisfaction was higher in this time interval, their percentage declined in 2016, being no longer of interest of the actors.

5. Conclusions

The local public administration, regardless of their activities and the services it provides for the community, in order to operate at the highest standards, must take into account the motivation of actors involved in the decision-making process (civil servants), their needs, their necessities, their degree of satisfaction with regard to the workplace.

The present analysis showed that, as the public sector is in a continuous dynamic, the human resources management should be sensitive to motivate the actors involved at this level. From this point of view, for the years 2013-2016, the dynamic of the needs, of the level of satisfaction of employees at the work, involves both a positive guidance for the degree of the satisfaction, the comfort, the stress, the psychological needs of actors, but at the same time, a negative one for the the degree of the restraint, the boredom, the needs of self-development, and appreciation.

You can highlight the fact that on the one hand we can speak of a degree of decentralization of the public management (it increases the level of comfort, and decreases the stress level), but the administrative environment retains its hierarchies and its processes and mechanisms established for this purpose (it cannot be attained the needs of self-development, it increases the degree of compulsion), being demonstrated once again the double oriented relationship between the public space and the human resource management.

Beyond all these elements, we can say that the human resources management in the public space is determinant for the process and the analysis of public policies, public services that the administrations must guarantee and provide, from this being related the idea of ensuring the institutional functionality and of the good of a community.

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