

POSITION PAPER

From: Prof. Dr. Katia Iv. Vladimirova - member of the Scientific Jury

Subject: dissertation work for PhD awarding

Author of the dissertation: **Brazioti V. Aristea**

PhD thesis: **“Relationship between motivation and work conditions as crucial topic in Human Resources management in the public sector”**

submitted for obtaining the Doctorate degree (PhD)
Code 3.3 "Political Sciences", specialty "Public Administration"

The successful motivation of the staff and the continuous improvement of the working conditions are traditional factors for encouraging and increasing the level of performance of the work teams in the public administration. The future development and improvement of sustainable public administration requires the heads of structural units to know in depth the approaches and mechanisms for motivating employees and to increase their competencies in this field. Building and improving a suitable work environment is a significant factor for increasing the motivation of employees for higher achievements, for job satisfaction and for constructive cooperation in work teams. Working conditions depend on a variety of factors, for which three key interactions emerge for the purposes of the dissertation research: between workers and managers, between workers and their work, and between workers and their colleagues. The application of appropriate methods for motivating employees is a prerequisite for sustainable development and increasing the quality of activities carried out in public administration. In this context the main goal of the dissertation is formed- „ to investigate the relationship between public employees' motivation and working conditions in their work environment.“ (p 75) From these positions it should be emphasized that the topic chosen for research is relevant and significant.

The presented dissertation covers 192 p, which include a main presentation, a list of references (141 sources) and applications related to the study. Structurally, the dissertation includes five parts. The first chapter of the dissertation research (Motivation) is devoted to an in-depth review

of motivational theories-Maslow's Hierarchy of Needs Theory, Alderfer's ERG theory, Herzberg's Two-Factor Theory of Motivation, McClelland's Acquired Needs Theory, Vroom's expectancy theory, Adams' Theory of Equality, Porter and Lawler Model of Motivation, Locke's Goal Setting Theory, Skinner's functional addiction theory. The second chapter of the dissertation research (Motivators and working conditions) covers an analysis of key characteristics of motivational factors and the work environment. The research in the third chapter (MOTIVATION OF EMPLOYEES IN THE PUBLIC SECTOR) focuses on the specifics of public sector employment and their demographic characteristics. Fourth chapter of the dissertation research (Research methodology) covers the main parameters of the methodological framework of empirical research and statistical data analysis. The last part (DISCUSSION) covers proposals for effective management practices to motivate employees and improve the work environment in public administration.

The conducted in-depth analyzes and the achieved scientific results in the dissertation research are the basis for the formulation of practical-applied conclusions and recommendations, among which for the purposes of this opinion stand out:

- ▶ Individual monitoring of the career of civil servants and therefore supply of personnel management responsibilities to the Heads of Departments, in addition to the Directors.
- ▶ Modification of the administrative organizational structure, redesigning the job positions
- ▶ Setting goals at level of management of each department of a public organization and not only at the individual level.
- ▶ Linking in practice and not just at the legislative level of productivity with rewards with the development of a modern evaluation system

The presented results show that the research goal has been achieved and Brazioti V. Aristeia has the ability to prepare and conduct independent research. Based on the achieved results, it should be emphasized that the dissertation research has the potential to enrich the information base for decision-making in the field of motivating employees in public administration. The formulated conclusions and suggestions can be useful in improving the work environment, performance management, improving competencies and improving the strategy for human resources development in public administration.

The author's abstract systematizes and presents the essential aspects and results of the dissertation research. The list of publications in connection with the dissertation research includes: 1 scientific article published in a scientific journal (Brazioti, A., 2019, Importance of Changing Motivation in Public Sector Reforms -The Greek Case, Public Policy.bg, vol. 10, No

4) and 2 scientific reports (Brazioti, A. 2019 „Importance of changing work conditions and motivation in public Sector reforms in Greece in an era of complex challenges“, Proceedings of the Third International Conference on Public Administration, Sofia, University Publishing House; Brazioti, A. 2020 „Staff Evaluation as a Critical Part of Administrative Fairness“. Administrative Justice ”, Proceedings of the Fourth International Conference on Public Administration, 2020. S., University Press) in proceedings of scientific conferences

The conclusions and results of the research conducted in this dissertation provoke a debate about the complex set of factors for increasing the managerial competencies of leaders in public administration, which is beyond the objectives of this opinion. In the context of the forthcoming future development of Brazioti V. Aristeia, it can be recommended that it continue its in-depth research and reveal new effective management approaches to increase the level of performance / performance of public administration employees.

Conclusion

The dissertation on the topic: "Relationship between motivation and work conditions as a crucial topic in Human Resources management in the public sector" is an in-depth and original research with a clear practical focus. The conclusions and assessments set out in this opinion give me reason to vote with full conviction and to recommend to the members of the scientific jury to vote unanimously for the award of the educational and scientific degree of "Doctor" to Brazioti V. Aristeia.

Sofia, 07.06. 2021

Member of the Scientific Jury:

/prof. d-r Katia Vladimirova/