

EXAMPLE OF METHODOLOGY FOR MEASURING HUMAN RESOURCES MOTIVATION AS A FACTOR FOR PREVENTING CORRUPT BEHAVIOR AMONG EMPLOYEES OF THE MINISTRY OF INTERNAL AFFAIRS

Irena TODOROVA¹

¹*The National Military University, Bulgaria Blvd. 76, 5000 Industrial zone, Veliko Tarnovo, Bulgaria, Telephone: +359888703575, E-mail: todorova.i2020@gmail.com*

How to cite: Todorova, I. (2022). “*Example of Methodology for Measuring Human Resources Motivation as a Factor for Preventing Corrupt Behavior Among Employees of The Ministry of Internal Affairs*”. *Annals of Spiru Haret University. Economic Series*, 22(4), 29-42, doi: <https://doi.org/10.26458/2241>

Abstract

The report presents the objective need to maintain a high level of motivation and effectiveness of training to achieve high-quality professional performance of official duties among the employees of the Ministry of Internal Affairs. The activity of the state administration should correspond to the high public expectations for professional competence, legality, integrity, correctness, and responsibility. Therefore, the measurement of the motivation factor is a natural necessity, determining the managerial impact of the management team for the formation of specific behavior among employees, aimed at achieving a quality professional achievement in the performance of official duties and preventing corrupt behavior.

Keywords: *measurement, motivation, management, public sector, Ministry of Internal Affairs, corruption*

JEL Classification: *O15*

Introduction

National security is a condition in which subjects, society and the state possess the ability to effectively oppose various threats. The public sector in any country is largely related to its security system, insofar as its main mission is to ensure the protection of the rights and freedoms of citizens and the normal functioning of the state and state bodies. The specificity and variety of activities carried out by the state administration determine a complex organizational structure, which implies the engagement of employees with professional competence in many different areas. At the same time, higher requirements are set for civil servants regarding their professional competence, skills for working in a tense and dynamic environment, and discipline. That is why inobservance of certain values: legality, preservation and protection of human life, respect for the dignity and rights of citizens, honesty, correctness, competence and responsibility. Following these value orientations in behavior is an important prerequisite for preventing corrupt behavior among civil servants in the public sector and in the Ministry of Internal Affairs, in particular.

Literature Review

A large volume of literature sources was studied in order to form a methodology for work. The literary review includes literary sources in Bulgarian, Russian and English, by Bulgarian and foreign authors, normative documents, and publicly available resources on the Internet, which have attitude to the problems of motivation, training and corruption behavior as a negative social phenomenon. Among them are authors whose scientific works are fundamental in clarifying motivational processes, training, and human resource management, as well as publications, made in the last 5 -10 years.

For example, the problems associated with studying the essence of motivation as a process of managerial impact, are described by the following authors: Abraham Maslow, Burrus Skinner, Alexey Leontiev, Lawrence and Noria, Frederick Herzberg, Maria Andreeva, Elitsa Petrova, Elena Gurgu, Marin Paunov, Trifon Trifonov, Petar Nikolov, Yosif Iliev, Zakharin Markov, Kamen Kamenov, Anatoly Asenov, etc.

Information about the conceptual apparatus in the field of countering corruption and corrupt behavior, as well as the prescribed standards in the activity of the administration are contained in the normative documents: Penal Code, Code of

Administrative Procedure, Law for Counteraction of corruption and confiscation of illegally acquired property, Ethical code of conduct for civil servants in the Ministry of Internal Affairs, Code of behavior of employees in the state administration.

Corruption is a negative social phenomenon.

Corruption is a negative social phenomenon with its own specific characteristics and forms of manifestation. The legal definition of the concept of corruption is contained in Art. 3, para. 1 of the Law on Combating Corruption and Confiscation of Illegally Acquired Property, published in the State Newspaper No. 7 of January 19, 2018, last amended and supplemented by State Newspaper No. 12 of February 12, 2021: "Corruption under the meaning of this law is present when, as a result of the high public office held, the person abuses power, violates or does not fulfill official duties with the aim of directly or indirectly obtaining an unobservable material or immaterial benefit for himself or for other persons.". [4], [10]

Relative to the functioning of the Ministry of Internal Affairs, the phenomenon of corruption is marked by a particularly high degree of public sensitivity. Violations of official duties or criminal acts committed by civil servants in the Ministry of Internal Affairs, who by law should be an example of professionalism, correctness, and integrity, reduce public trust in the institutions, undermine the authority of the state administration as a whole and give rise to a feeling of anxiety and uncertainty in statehood at all. Therefore, an effective set of measures is needed to estimate the level of motivation of employees to prevent possible manifestations of corrupt behavior at all stages of development of the personnel process.

The most important factor for any organizational unit is human resources with its personal qualities and professional skills. The strategic perspective of the organization depends on its competence, willingness to learn and future potential for development. The motivation and behavior of the individual can be effectively changed in the way of supporting the desired reactions and ignoring the unwanted ones, and the conscious impact in the human resources management process favors their effective use and development. [1], [5], [6], [8]

The measurement of motivation as necessary managerial impact.

Motivating human resources is "a function of organizational culture. It is a specific managerial activity of influencing and finding a balance between

individual goals and overall organizational goals. Motivation is an objective process, and motivating is a type of managerial influence”. [15] The role of the manager is to create those conditions that provoke employees to participate actively in the work process and perform their official duties with a conscious desire. Therefore, motivational expression can be defined as "the desire to show a high level of effort towards the achievement of the organization's goals, conditioned by the efforts to satisfy some needs of the individual". [12] Therefore, the three key elements of motivation include effort, organizational goals, and needs.

The methodology for studying and researching the motivation for work and human activity in Bulgarian conditions is described in by Yosif Iliev, Dimitar Shopov, Margarita Atanasova, Elitsa Petrova and other Bulgarian authors. The current sample methodology was developed in accordance with the theoretical richness contained in motivational theories and considering from the Western European experience. [9], [11], [12], [14], [15], [16], [17], [18] Its main goals are to establish the real state of staff motivation and analyze the impact of individual motivational factors, identify measures to improve the motivation of human resources in the Ministry of Internal Affairs with a view to preventing corruption, and propose measures to improve the process of increasing professional qualification and training as a way of motivational impact in order to prevent potential acts of corruption.

Sample methodology for researching the motivation and level of professional training of employees in the Ministry of Internal Affairs

The current sample methodology for researching the motivation and level of professional training of employees in the Ministry of Internal Affairs aims to establish the level of motivation for training human resources as a main function for the prevention of corruption and is based on the following principles:

- recognition of the leading and decisive role of human resources for the successful functioning of the organization.
- recognition of motivational issues as key in human resources management.
- perception of increased staff motivation as a significant resource for improving the effectiveness of activities and work results of individual members of the organization.

The proposed option for empirical research on the motivation of employees in the Ministry of Internal Affairs and the need for training presents the diagnostic

stage of research, in which a methodology is prepared for researching the motivation and level of professional training of employees. In view of the effective implementation of the research model, the manager's efforts must be directed, using various methods, means and forms, to the implementation and improvement of the organization's motivational strategy. The performance of these functions requires the manager to be convinced of the usefulness of the research, to be a role model, to work on his own motivation, to consider the individual characteristics of the individuals in the team, to stimulate the activity of the staff.

When conducting the diagnostic study, several research directions can be set:

Dimension 1. Establishing the level of motivation to work in the Ministry of Internal Affairs and satisfaction of expectations for professional realization. The dimension clarifies the employee's attitude towards the specific workplace. The questions deal with different aspects of fairness in labor activity and the use of different mechanisms to evaluate the contribution of personnel. It is intended to provide guidance on the reserves and opportunities to achieve better performance and better performance of employees and workers. Sample questions:

1. Why do you work at the Ministry of Internal Affairs?

The purpose of this question is to establish, in general, the level of motivation of employees - management and executive staff; the desire to serve in the interest of society; the presence of a personal interest in a work performance specifically in the field of security and public order protection.

2. How did you decide to apply for a job at the Ministry of Internal Affairs?

The wording of the question allows a lot of freedom for answers. With the question, an attempt is made to establish whether the profession is a personal choice of the employee, or he was guided to this choice by another person. The goal is not to find a correct answer, but an objective analysis of the effectiveness of human resource selection procedures.

3. What attracts you most about your current job?

Good employees are usually satisfied or completely satisfied with their work. They feel safe in the workplace, feel comfortable in their daily working life, and realize the positive aspects of their activity. Listing such positives implies ranking and analyzing which are those significant factors for employees that have the strongest motivational impact.

4. Were your expectations for professional realization justified?

This question aims to identify the fluctuations in the motivational profile of the employees. It appears to some extent controlling in relation to questions 1-3.

Disappointments in the workplace are a kind of early indication of potential negative manifestations in the activity. At the same time, the question provides the opportunity for percentage differentiation of positive and negative answers, comparison, and analysis.

5. Are you satisfied with the work?

The answer to the question should confirm the thesis that the motivation of human resources in the Ministry of Internal Affairs is of crucial importance for the quality of the offered service - protection of public order and the security of citizens, as well as for the prevention of corruption. Highly motivated employees are satisfied with their work. They carry the service with honor, have a desire for development and a professional appearance.

6. Do you wish to continue working in the Ministry of Internal Affairs?

Motivated employees who feel job satisfaction do not consider change. They are willing to develop and grow in this environment, to work towards the goals of the organizational unit. These employees are an asset, human capital in which the Ministry of Internal Affairs has invested, and which brings returns. The purpose of the question is to measure the percentage of these employees compared to the total number of respondents and, on this basis, to draw conclusions at the level of the ministry.

7. Do you consider the police profession/work in the Ministry of Internal Affairs prestigious?

Prestige is an additional but important element for motivation. A sense of social significance of the profession implies a sense of mission. This brings additional satisfaction to police officers - their work is necessary, useful, and meaningful to people. Such a feeling justifies the additional risk that every Ministry of Internal Affairs official takes to put the health and safety of citizens first, even before his own. The percentage comparison of the answers received, and the analysis of the data would give a general idea of the feeling of public evaluation of the police profession.

8. Do you think the assessment of your activity by the management team is fair?

Emphasis in the question is the sense of justice in the relationship between executive and management entities. When an individual is undervalued, it affects not only his motivation, but also his job performance. The feeling of being undervalued is a prerequisite for justice to be sought elsewhere, i.e., this is a kind of corruption factor.

9. What circumstances make you feel cheated in your expectations?

The question aims to specify problems and circumstances that are allowed in daily activity and that have a negative impact on motivation and the work process. Isolating and studying these problems would help identify specific measures and activities to overcome frustrations and improve employee motivation.

Dimension 2. Preparation of a motivational profile of the staff according to specific motivator factors. The dimension aims to reveal and give guidance on the level of staff motivation and the balance achieved between organizational goals and individual needs, while partially clarifying the organizational policy regarding staff training and development, freedom of action, personal initiatives. On this basis, question "What do you think can stimulate you to work better?" and question "What are the factors that would influence your professional behavior?" can be formed.

In the methodology proposed by Yosif Iliev for establishing a motivational profile of the staff, we find 45 motivator factors, [11] of which, bearing in mind the studied target group, we consider more important: equal and fair treatment of staff members; work corresponding to the job description and mobilizing professional knowledge, skills and abilities; interesting and challenging work; work with delegation of additional rights and powers; fair pay for labor - basic and additional; opportunity for career growth; working conditions; social environment - climate in the team; trust in management; belonging and commitment to the organization and others. For his part, Shopov offers 15 motivational factors, in the form of the following questionnaire, as follows: [17]

1. Leadership style
2. Labor discipline
3. Labor remuneration
4. Security at the workplace
5. Conditions and safety of work
6. Organization of working hours
7. Relations with the members of the team
8. Social benefits
9. Recognition of personal qualities and abilities
10. Opportunity to improve qualifications
11. Interest in work
12. Independence of work
13. Personal Liability
14. Opportunity for initiative and expression

15. Opportunity for growth and self-realization

Dimension 3. Tolerance for corruption schemes and other types of illegal actions. Knowledge and compliance with the regulatory framework, professional qualification, and motivational measures. The dimension aims to clarify a personal attitude to staff training as a predicate for preventing corruption.

1. Would you tolerate any type of corruption scheme or other type of illegal activity and why?

Tolerance of a corrupt scheme or any wrongdoing is incompatible with service in the Ministry of Internal Affairs. Early detection of fluctuations in the composition and recognition of these negative signals should be an alarming sign for managers. This necessitates establishing and analyzing the reasons that led to dissatisfaction and disappointment in the specific individual with a view to taking targeted measures to overcome it.

2. Do you think that when you are not well prepared to deal with a given professional situation, it is better not to take a position on the case than to do wrong and then be punished?

The formulation of this question aims, on the one hand, to find and recognize gaps in the process of professional training and preparation, and on the other hand, to obtain information about the leadership style and the manager-executive relationship. Working under conditions of "fear of punishment" or trusting relationships, where the leader supports his subordinates and shares responsibility, are indications of the psychological climate in the collective.

3. Do you think that the poor knowledge of the legal basis with which you work leads to uncertainty in the performance of official duties?

Undoubtedly, poor knowledge of the legal framework with which one works, of job duties and official powers, leads to a lower quality in the performance of the activity. The training of the composition is a commitment of the managers, who must acquaint the employees both with the amendments to the normative acts, and to create a training organization for the correct application of the law. They should be able to motivate their team to continuously strive to develop through new knowledge and their unerring application in the activity.

4. If you or one of your colleagues commits a violation in the official activity, are sanctions applied?

The sanction in the form of disciplinary liability is a legitimate way to correct wrongful conduct committed in the performance of official duties. Disciplinary responsibility is a part of official legal relations, insofar as its main purpose, apart

from sanctions, is also preventive, re-educational for the other members of the team. It would be paradoxical if committed violations of official discipline are ignored in a department that is called to protect the law and public order.

5. Do you think that the on-the-job training leads to an increase in your professional qualifications?

Training should be a conscious process, a need for the individual to better perform his official duties through the acquisition of professional knowledge and skills. It is part of competence. Measuring its quality is of critical importance given the dynamics of the police profession. Employees must be adequate to the changing reality, and this can be done through new knowledge - both theoretical and practical. Leaders and their attitude to training play an important role in this process.

6. Does your manager support you with training and explanations on the application of the legal framework?

In the security system the knowledge of the duties of the contractors by their manager is a basis for respect and authority. Senior staff need to be aware of the workload and tasks of their subordinates, organize their daily activities, be able to make decisions and lead them. Knowing the needs of the team and considering the need for training is an element of competent human resource management.

Creating an effective system of motivational factors is an extremely complex creative process that can be likened to the construction of a complex material and social system. The complex of motivational factors is formed based on the already considered basic motivational models, basic legal norms regulating labor relations in the country, and the included factors are undoubtedly the most significant for the enterprise from the point of view of the needs of the employees and the desired work behavior that meets the goals and interests of the organization.

The socio-demographic profile is established with questions regarding age, gender, education, job status, experience in the Ministry of Internal Affairs system.

When preparing the methodology for researching the motivation and level of professional training of the employees in the Ministry of Internal Affairs, the following motivator factors were considered, and ranked by their importance not only for the society, but also for the specific target group.

Pay is considered as one of the main motivational factors. To fulfill its motivating function in accordance with the desired behavior of the employer, the wage must provide a normal standard of living for workers and employees, reflect the efforts made by workers and employees in performing the work, to comply

with traditional ratios in the level of the salary in the enterprise or organization, to reward additional efforts to achieve organizational goals. Its level and dynamics determine the possibility of satisfying not only the material (physiological) but also a significant part of the spiritual and social needs of the person.

At the same time, the salary of the police force is the price for which the service of security and protection of law and order is provided to society. It is the good in exchange for which the employees accept to work in conditions of risk to their life and health; to be always available to fulfill their public duty; to work in shifts, overtime, under stress and tension; to assume responsibility in the interest of public health and safety. At the same time, the attractive salary is a factor determining the attraction of quality and well-educated candidates for work in the ministry.

Social benefits are another key motivational factor. The employer should comply with his obligations to provide conditions for the sanitary and medical care of the workers in accordance with the sanitary norms and the requirements of occupational medicine. In terms of socio-domestic and cultural services, the following can be provided: organized meals, bases for long-term and short-term recreation, physical culture, sports and tourism, care for the families of workers and employees.

The normative regulation of different social benefits is an indication of the essential public position that the legislator assigns to the Ministry of Internal Affairs, a kind of assessment of the work of those serving there and of their self-denial and dedication to society.

Job security, specified as the absence of danger of losing it, is an important motivational factor. In this way, workplace security is a serious incentive for motivating employees to value their workplace, as well as for attracting proactive and educated job candidates.

Working conditions. Good working conditions are a factor related above all to the natural need of people in the labor process to preserve their health and ability to work, as well as to the need for job satisfaction. When working conditions correspond to normal conditions to the extent that they correspond to workers' demand for a healthy production environment, this favors the motivation for highly productive work.

Good and collegial relationships in the workplace. Good relations with colleagues in joint work and the possibility of working in a team can be considered as part of the socio-psychological climate. The normal socio-psychological climate,

the absence of conflicts in the structural unit or interpersonal inconsistencies favor communication in an organization and motivate higher labor activity.

Opportunity for training and professional support from management. The provision of an opportunity for training and upgrading of qualifications by the employer is an important motivational factor.

The professional training of the employees in the Ministry of Internal Affairs aims to provide the necessary knowledge and skills to fulfill their legally regulated powers. For this purpose, it is necessary to make periodic analyzes of the training needs of the structures, as well as to adapt the subject of the conducted trainings to the current picture of the public environment.

Interesting and attractive work and compatibility of work with individual interests. Work itself can also be a good motivator. People are motivated when the work is interesting for them, they can actively participate in it, show initiative. The service in the Ministry of Internal Affairs places the employees in diverse and dynamic life situations, in which, under conditions of stress, a decision should be made, to react and to bear responsibility for the correctness or incorrectness of the decision made. The satisfaction of a job well done in dealing with a particular case is a powerful motivator for any individual.

Prestige and public importance of the profession. In addition to the material incentive expressed through the salary, the employee has a purely internal need to be evaluated and stimulated through recognition of his personal qualities, abilities, and work results. The management should create conditions for recognizing the achievements in work and the professional development of each employee by the managers and his colleagues and achieving self-confidence in their professional competence and self-affirmation of the individual.

Employees of the Ministry of Internal Affairs can be awarded honors and awards for achieving high results in their official activities. On the other hand, their work is constantly the focus of public and media interest. To a large extent, the public evaluation of the police profession is a product of the media image that the mass communication media creates. Therefore, it is extremely important that the activities of police officers are correctly reflected. It is the trust of the citizens that gives meaning to the work of each employee in the Ministry of Internal Affairs, the feeling of social necessity of his work, the feeling of usefulness and prestige.

Job matching skills and knowledge. Correspondence between education and the position held is an important motivational factor aimed at preventing the use of highly qualified labor for low-skilled work and vice versa. Ensuring a unified

approach to the career development of all employees is an important motivational factor and a condition for increasing work efficiency.

Opportunities for growth and professional development. They can be realized if the content of work is continuously enriched in the organization. The development of employees implies the creation of conditions by the organization for their continuous training and self-education aimed at professional and personal self-improvement. Especially effective motives for employees are created when the development is related to career growth.

Ability to make independent decisions and take responsibility. The opportunities to assume independence in the work process, to take initiative and responsibility for the work done are factors that, although with different contents, are logically interconnected and enable the creation of trust between management and employees. The operational independence of the police force in the process of its daily activity is more effective, the more competent and confident the officer feels in his actions.

Participation in management, development of collective solutions, joint analysis and resolution of problems is a motivating factor, an expression of trust between governed and rulers. Involving employees in management and the subsequent delegation of authority is an essential element of a progressive organizational culture. Provoking and awakening the potential of employees for active actions leads to the development and realization of the personality in the chosen professional field. It is a matter of managerial skill to delegate authority, to combine power with the collective principle of work, to respect the individual in the team implementation of the activity.

Authority and competence of managers. A management style based on competence (and not on position in the hierarchy), on respecting everyone's opinion and recognizing their results, on attracting colleagues to management, leads to the creation of a good socio-psychological climate in the team.

In the specialized scientific literature, there are no exact criteria for reporting the level of motivation. This is explainable due to the complexity of ongoing phenomena and regularities in the individual characteristics of the personality. Its quantitative measurement is a difficult process, which is why in practice non-parametric methods are used to determine the level of staff motivation, questionnaires, surveys. The processing of the obtained data is carried out with the help of computer statistical programs for processing information from empirical

statistical studies, which allow to perform factor analysis, hypothesis testing and others.

With the development of a motivational profile, existing problems in motivation can be diagnosed, which arise from employee dissatisfaction with individual motivational factors. Its application makes it possible to develop a real and reasoned program of consistent practical actions to improve staff motivation. The dynamic nature of the motivational processes results in the need for periodic updating of the motivational profile. The motivational program should also be regularly updated to improve motivation and increase the efficiency of human resources management.

Conclusion

Dynamic socio-economic changes, life in the conditions of crisis situations and the need for timely adaptation of public organizations to the changing environment, impose the need for a new attitude to motivation and its importance for the successful coping of the individual with the changing reality.

Motivation is an ongoing process. People are motivated by what they expect to happen because of some action or behavior on their part. Therefore, it is important to build a motivational system, according to the specifics of the specific organizational unit and constantly measure the motivation factor. This would allow the Ministry of Internal Affairs to continuously adapt and improve its motivational system as a type of management impact according to the changing socio-economic reality to prevent corrupt behavior.

References

- [1] Andreeva, M., Organizational Behavior, IC Galaktika, 1998.
- [2] Armstrong, M., Human Resource Management Handbook, Delfin Press, Burgas, 1993.
- [3] Bulgarian interpretive dictionary, S., Science and art, 1993.
- [4] Code of Administrative Procedure, Pub. DV. No. 30 of April 11, 2006, final change and add. DV. No. 15 of February 19, 2021.
- [5] Delia, O. S., & Elena, Gurgu (2009). Trends in the 21st Century Management. *Analele Universitatii Maritime Constanta*. *Analele*, 10(12), 437.
- [6] Elitsa Petrova, Stoyko Stoykov, Humanistic Perception of National Security – a Basic Concept For Security and Defense Education and Training, *Strategii na obrazovatelna i nauchnata politika - Strategies for Policy in Science and Educatio/2021*, <https://doi.org/10.53656/str2021-5-2-secur>.

Issue 4/2022

- [7] Elitsa Petrova, Stoyko Stoykov, The Overview of Security Theories and Concepts and the Example of the Republic of Bulgaria in Understanding the Problem of Security, *Vojenské rozhledy* č. 4/2021 109, DOI: 10.3849/2336-2995.30.2021.04.109-122.
- [8] Gurgu, E., Leadership on Ethical Bases in the University Environment to Improve Standards in Higher Education. 2022. In *New Perspectives on Using Accreditation to Improve Higher Education*. pp. 49-68. IGI Global.
- [9] Iliiev, J., Human resource management. The skill to motivate, Abagar, Veliko Tarnovo, 2005.
- [10] Law on Counteraction to Corruption and Confiscation of Illegally Acquired Property, Pub. DV. No. 7 of January 19, 2018, final change and add. DV. No. 12 of February 12, 2021.
- [11] Leontiev A.N., Selected psychological works. Activity. Consciousness. Personality, item 2, - M.: Pedagogika, 1983.
- [12] Markov, Z., Human Resources Management in the Armed Forces of the Republic of Bulgaria, Military Publishing House, 2011.
- [13] Milanova-Noveva, R., Citizens' signals as a way of public control, Praven Svyat, 2009.
- [14] Olaru, D. S., & Gurgu, E. (2009). Leadership and organizational effectiveness. *Annals of Spiru Haret University. Economic Series*, 9(1), 191-198.
- [15] Paunov, M., Labor motivation, Siela, 2009.
- [16] Petrova, Elitsa, Basics of Management, Veliko Tarnovo, IC of Vasil Levski National University, Veliko Tarnovo, 2013.
- [17] Shopov, D., Margarita Atanasova et al., Handbook on human resources management, IC Labor and Law, S., 2002.
- [18] Ștefănescu R. Leaders decided to change the world. Review Quality - Access to Success. 2011. Edited by Romanian Society for Quality Assurance - SRAC, Bucharest, Romania. ISSN 1582-2559.