

**NATIONAL UNIVERSITY OF PUBLIC SERVICE
Doctoral School of Public Administration**

DISSERTATION SUMMARY

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**Motivation factors in the employment of the personnel of the
public sector,
with particular reference to the regulations of the Kttv. and Kit.
regarding the public service administration**

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1. RELEVANCE OF THE DISSERTATION, DEFINITION OF THE SCIENTIFIC PROBLEM

Several ways and forms of performance recognition of the public administration employees have become widespread in international practice in the past three decades, but the goal has been almost always to motivate and to encourage the employees to perform at a higher level, which can lead to an increased efficiency in the public sector. Measures and developments to increase resource efficiency should also cover the human sphere. This is also important for the economy of the country, as in Hungary, according to EUROSTADT data - significantly above the EU average - almost a quarter of the active workers work in the public sector.

The real problem of the public administration in the modern state is not the violation of democracy or the rule of law, but the lack of efficiency. As the public sector operates based on essentially the same factors as any other organization, the rational operation and management can be achieved in the public administration, too. The positive effects of the management approach and the performance-based evaluation have been acknowledged by the governments and by adopting these business methods they aim to create a flexible administration and the service state – for this aim many personnel reforms have been launched worldwide in recent decades.

Highlighting the importance of the market approach, the Hungarian government adopted on February 16, 2015 the plan of the document entitled Public Administration and Public Service Development Strategy 2014-2020 (hereinafter: the Strategy), in which it declared its commitment to make “by 2020, the Hungarian public administration work with a consistent and transparent institutional structure, with modern and customer-friendly procedures, accessible to all; with a professional, nationally devoted, well-prepared, ethical and motivated personnel within a modern organizational framework; operating cost-effectively, with the least possible administrative burden, competitive service charges and short administrative deadlines, so as to create the service state that is trusted by the people. ”

This is not the first time that management science has appeared in the strategic document of the Hungarian public administration, which can be considered an important and forward-looking step, but real successes are achieved only if all this is implemented in practice, too. As for the objectives set out in the Strategy, it is worth reviewing the recent public service reforms, the most common aim of which is to increase the motivation of public sector employees, and examining why it is so important for the government to have motivated personnel, how and

why it arrived to this conclusion, what measures have been taken to carry it out and whether motivation objectives have been achieved.

So, the question is whether the actual incentive system of the public administration is appropriate for optimizing the performance of the human resources of the public administration and thus the organizational efficiency.

2. RESEARCH HYPOTHESIS

While preparing the dissertation, I put special emphasis on not just reviewing the Hungarian and international scientific literature, but I wanted to analyse and evaluate the employment legislation of the public administration in detail, too. For that, I also conducted an empirical research, focused on the analysis and evaluation of the factors motivating the employees of the public administration and of the incentive systems of the budgetary authorities.

During the overlook and the analysis of the research areas of the motivation factors making effects on the personnel of the public administration, I set up the following hypotheses by answering the research questions:

My first research question is whether there is a correlation between the recent changes in public service regulations and the level of motivation observed in the analysed organizations.

Hypothesis 1.:

Recent changes in the public service regulation have not increased significantly the motivation of the employees of the public bodies involved in the survey.

My second research question is how stable the position of a government official / civil servant in the public administration is, if they can plan with keeping the job in the long run.

Hypothesis 2.:

Workplace stability as a motivation is declining in the public administration, which has been reinforced by the recent changes of the civil service law.

When I set up and examined the hypotheses, I tried to focus the dissertation especially on the motivating factors of the employees of public administration, that is the reason why I put the main focus on the satisfaction with the salaries and the benefits and on the stability of the position and the job.

3. OBJECTIVE OF THE RESEARCH

In the dissertation, I analyse the system of public service motivation in depth, I present several motivation theories, the significant Hungarian public service reform efforts related to the motivation tools, and finally the Act CXXV of 2018 on government administration, announced on 21 December 2018 and amended several times (Kit in the following) and I try to analyse the system defined by regulations from a practical viewpoint to complete it with the results of the empirical research.

The major part of my dissertation focuses on the issues of the regulation of the external motivation and its public service environment, my main focus is on the factors related to the motivation within the public administration and the government administration (external motivation).

It is important to emphasize that the dissertation - with its conclusions - gives new research results for the related research areas and for the Hungarian scientific literature as well. All this is confirmed by the fact that the empirical research on which the dissertation is based focuses on the public service motivation of public administration bodies, and the impact analysis of the regulation related to the motivation factors enshrined in the employment legislation. My dissertation is new in the research field of the administrative sciences because about the new provisions of the Kit, the motivating effects of the regulatory elements on public administration employees and the satisfaction related to it only few empirical researches have been carried out and the number of the studies and the scientific literature on this topic is limited.

From the results of the research - before conducting the empirical research - I expected to get a real overview about the views and opinions about the motivation system of the public administration, based on the answers of the participants.

The aim of the dissertation is to find the methods and incentives (in addition to the already existing ones) that can be used to increase and to optimize the motivation of the employees of the public administration.

4. METHODOLOGY OF THE RESEARCH

For the dissertation I applied mixed methodology, containing both quantitative and qualitative analysis. The advantage of integrating the two methods is that it allows a more in-depth knowledge and gives a more comprehensive overview about the research area. Qualitative researches allow a deeper, cause-and-effect analysis of the topic, while quantitative

research allows the researcher to be objective, and it is suitable for determining exactly what the relationship among the examined variables is.

Primary research (collection of directly obtained data) cannot be avoided in case of this research topic. Although individual data collection is time-consuming, targeted data can be obtained. The bodies contacted were public administration bodies within the system of the public administration. As a result, I conducted the questionnaire survey at four state administration bodies, of which three bodies (capital and regional) were government offices, while one body was an autonomous state administration body. I provided the possibility of full anonymity, so when analyzing the answers of the survey, the data and statements are presented uniformly, without naming the administrative body (see: Body 1). The research covered the personnel employed in the respective public administration bodies, both at managerial and administrative levels. A total of 1249 people from four public administration bodies took part in the research questionnaire.

The next step of the research process would have been receiving from the HR manager of the analyzed public administration body information on the incentive system by a special, individualized questionnaire. However, of the bodies surveyed, only 1 HR manager sent back the questionnaire, so its analysis cannot be considered relevant in the research. In the last phase of the research, I made the final conclusions of the empirical research based on the research experience.

I started the data collection with secondary research (obtaining information that has already been collected and processed), which included studying the national and international scientific literature, as well – this way I collected qualitative data. In the quantitative research, I relied on the analyzes of the Central Statistical Office and EUROSTAT.

5. SUMMARY OF THE RESEARCHES BY CHAPTERS

The dissertation consists of twelve chapters, I approach from the general to the special in the whole dissertation and in the chapters, too. Chapter 1 discusses the reason, the purpose and main topics of the dissertation, including the hypothesis. In Chapter 2 I overlook the theoretical background of the motivation, in Chapter 3 I present and detail the main motivating and demotivating factors. In Chapter 4, I analyse the generational differences regarding the motivation. In Chapter 5, I overview the motivation of the personnel of the public administration in the context of domestic reforms and personnel policy. Starting from Chapter 6, during four chapters I describe the framework provided by the legislation and the practical

problems from the conditions of being employed in public administration to the use of each motivational technique. Chapter 10 presents the details of the empirical research, Chapter 11 contains the summary and the conclusions of this research. Finally, in Chapter 12 (the final chapter) I summarize the scientific results of the whole research, and I emphasize my main proposals and recommendations regarding the necessary developments of motivation factors in the public administration.

Motivation: motivation is the most important tool of human resource management. Motivational as task is delegated to the authorized leader of the organization. By this mean the ability to lead an organization and the professional competencies of a manager can be evaluated, because no matter how much the manager is able to identify the goals of the organization, if the employees he manages cannot achieve these goals and/or they are not interested in working for the lack of the adequate motivation. If this happens, the operation of the organization will become instable and inefficient. Organizational leadership must therefore be motivation-based.

The operation and the performance of the organizations depend mainly on the competencies of employees and their commitment to work, the basis of which is the motivation. Motivation is an incentive to satisfy needs, that means that people are willing to take action for a purpose because of a driving force within them, as satisfying their needs motivates them to make efforts for a certain goal. The strength of motivation depends primarily on the “reward” the individual can obtain by achieving the goal.

Motivation theories: motivation theories point out that the behaviour and the performance of the people are influenced by many factors. None of these theories provides a unique acceptable explication, but they can help the managers understand the behaviour of their subordinates and co-workers. If a manager wants to be effective and would like to know in advance the expected behaviour of his subordinate to influence it effectively, it is essential to know the general characteristics of the needs and the consequences of each action in order to be able to select the appropriate incentives and to apply them individually at the right time.

Motivational factors: The employees are motivated by the material and non-material recognition received for a well-done work, by the positive feedbacks of the supervisors, by the support of the professionally competent managers, by the extra payments and other benefits and by the possibility of being promoted. With the new generations entering the world of work, new expectations have emerged, and employers have been forced to adapt. Motivation (i.e. when someone is encouraged to achieve a specific goal) is a set of inductive and deductive methods, as on the one hand, it takes into account the individual needs of the motivated person and, on

the other hand, it integrates other motivation factors, too (e.g. organizational culture, socialization at the workplace, health promotion in the work etc.).

Public Service Motivation: These issues have arisen much earlier in the private sector, while the first studies investigating public service motivation appeared in the literature in the 1990s. It is important to highlight that the motivations of those working in the private sector and those working in the public sector are different, as in case of those working in the public sector the commitment towards the organization and the need for security are much more important. Keeping the young employees working in the public sector has turned into such a significant challenge that the research on the public service motivation has become an independent area of research. In 2010, the number of PSM researches increased significantly and but there was a shift in their emphasis. While in the past most researches focused on how PSM influences the career choice, i.e. which factors can ensure that an employee chooses to serve the society and to work in the public service in the long run, since 2010 the researches have been focusing on how the PSM can increase the performance of the organization, meaning that the researches have become more complex as for the theories and as for the methodologies, too. These researches have focused mainly on how PSM affects the engagement towards the organization, the satisfaction with the job, the performance of the organization and redefinition of the positions. The focus of the PSM theories today is on the specific methods that can be used to motivate the employees of the public administration.

Organizational culture as a motivating factor: The norms, the values and the behaviors set up by the organizational culture are followed and accepted as valid by the members of the organization. Well-functioning organizations can adapt to the effects of external and environmental changes, which ensures their survival. If the organizational culture changes, the members of the organization are forced to change accordingly.

Leadership as a motivating factor: The most important task of a leader is to motivate the employees he manages to reach a higher level of performance. This can be achieved by creating the conditions that increase motivation of the employees, the condition of which is that the employees need to interiorize the goals set up by the organization. The leader must recognize and make the best use of the strengths, talents and abilities of the employees he leads, he needs to be aware of the needs of the employees, their plans and goals for the near and the far future. Finding the appropriate motivation and the adequate methods to motivate and applying them, thus leading the employees in the way the organization can achieve the best results, is the task of the leader. Thus, the subject of the motivation is the leader and the object is the employee. A

good leader is essential for the efficient and optimal allocation of the resources of the organization.

Workplace Health Promotion as a motivating factor: More and more employers realize that it is worth investing in the health promotion of the employees, as the healthier the employees are, the better their well-being and general health will be, which will have a positive impact on the performance and will increase the productivity. As a result, nowadays it is expected from the managers to pay attention to the physical and mental condition of their employees. Conscious employers no longer entrust the workers with full and exclusive responsibility for their health, as it is in their own interest to reduce the workplace stressors and to provide a healthy environment for their employees.

Work-related stress as a demotivating factor: It is important and worth paying attention to the effects of work-related stress and its prevention, as a lot of stress can lead to various illnesses that can cause employees to be absent from work, causing both financial and efficiency losses for the employer. In a workplace with a high-level stress factors, performance declines and, along with motivation, loyalty disappears, making it impossible to perform at a consistently high level and to work effectively.

Burnout as a demotivating factor: Burnout is a complex condition related to the level of stress, the conflict of the roles, the external-internal control, the coping with the problems, the level of self-confidence and self-esteem, the satisfaction with the job, the helper identity and the motivation. From the point of view of the employer, it is very important how to reduce or prevent the burnout, and how to maintain in the employee the commitment for the efficient work and for the organization permanently, in order to avoid the fluctuation of the workforce that reduces organizational efficiency and means high costs and to prevent the voluntary or forced interruption of the work.

Generational differences in terms of motivation: Different generations employed in public administration can be motivated by different motivational factors. My researches and my dissertation is apposite exactly because the members of the Baby Boom generation, who could be motivated by incentives suitable for the characteristics of public administration, have already left the labour market or they are about to retire, so the public administration needs to recruit from generation X, but even more from generation Y. It represents a great challenge for the administration to find and to retain the highly-qualified young people who speak languages and know and use the digital technology well. The traditional attractive factors of the public sector (stable job, predictable career), on the one hand, are less important for generations X and Y due to their stage of life, and, on the other hand, the public administration now is less and

less characterized by representing a stable job and a predictable career, as there are almost no opportunities for the promotion and no automatic wage increase is built into the system.

Attempts to reform the Hungarian public administration: There has been a strong change of attitude and paradigm shift in Hungary from 2010 to the present, especially in the area of personnel policy. The period of path finding and working out theories is from 2010 to 2014. During this period, in 2011, the Public Administration Development Program (Program Magyary 11.0) was launched, the aim of which was the strategic renewal of the Hungarian public service system, by the systematic development of the public administration. They wanted to implement a modern and constantly evolving action program, which focused primarily on the development of the public administration. The program enlists its conceptual development proposals in four areas: organization, tasks, procedures, personnel. Aiming for a good governance, it calls for the creation of a strong state by creating a new career model in the civil service. One of the results of the program is the Act CXCIX of 2011 on Civil Service Officials. Based on the career model, Act CXCIX (Kttv. in the following) lays down the rules of employment for government and civil servants. The improved Zoltán Magyary Public Administration Development Program (MP 12.0) aimed to unify and simplify the organizational system.

Employment regulation in the public administration: The current legislation on the employment of public administration personnel has come a long way, and the employment system of the public administration has undergone major changes in the recent times. Recently, the goal of the government has been to make legal relationship of the civil service more flexible, thus the career system has been gradually replaced by an open system.

The innovative regulation of the Kit.: Act CXXV (Kit. in the following), proclaimed on December 21st, 2018, in force since January 1st, 2019, disappeared the vision of the new system based on the theoretical framework of Program Magyary. According to its authors, this regulation, based 80% on the elements of Kttv. (Act CXCIX of 2011) and containing 20% of new elements, with its one-fifth changes can reach significant changes in the system of public administration and in its personnel policy. However, to achieve drastic changes, it is necessary to put into practice the possibilities provided by the legislation, the condition of which is to form competent leaders in addition to the financial resources. The entry into force of the Kit. modified significantly the set of the available tools of motivation in the public administration.

Differences of the Kttv. and Kit.: Contrary to the provisions of the Kttv., the government as an employer appears as a new element in the Kit., given the fact that a governmental service relationship under the scope of the Kit. is established between the government and the

government official. The Kit. implemented a new, so-called job-based, fixed headcount management system, which allows the government managing better the posts and the central control. The most significant amendment of the Kit. has completely transformed the current classification system and the salary defining rules. The mandatory evaluation of the performance regarding a determined period of time has also been replaced by the possibility of an evaluation, which according to the new provisions can be done at the discretion of the supervisor if considered necessary, or upon the request of the employee the supervisor is obliged to carry out an evaluation once in the current year.

Empirical research: In connection with the research, I conducted a questionnaire survey at 4 public administration bodies, of which 3 bodies were capital and regional offices and 1 was an autonomous public administration body. A total of 1249 people from 4 public administration bodies took part in the questionnaire survey, 404 people from Body 1, 513 from Body 2, 305 from Body 3 and 27 from Body 4. The questionnaire included a total of 38 questions, most of which were related to the satisfaction with the applied motivational methods and the existing incentive system.

6. SUMMARY OF THE CONCLUSIONS

The public administration, as the executive system of the state, has a high number of employees, so special attention should be paid to the recognition and appreciation of the personnel, which is the basic pillar of its operation - this can only be ensured by applying an appropriate incentive system and adequate motivation factors. The personnel policy of the Hungarian public administration shows the sign of the striving for continuous renewal, which is reflected mainly in the substantial changes of the previous employment rules. There has also been a change in the formerly overly bureaucratic, closed elements, such as career advancement and fixed salary systems. The essence of the new approach towards the wage policy that has emerged in recent years has been the shift towards an open public service system, e.g. the fixed promotion system related to time spent in the public service has been gradually replaced by a differentiated payment structure, reflecting also the intention of the policymakers to create a payment system competitive with the private sector.

Summarizing the results of the research and the questionnaire, I went over the hypotheses defined at the beginning of the dissertation and I came to the following conclusions:

Research question 1: Is there any correlation between recent changes of the regulations of the public service and the level of motivation observed in the analyzed organizations?

Hypothesis 1:

Recent changes of the regulations of the public service have not significantly increased the motivation of the employees of the public bodies involved in the survey.

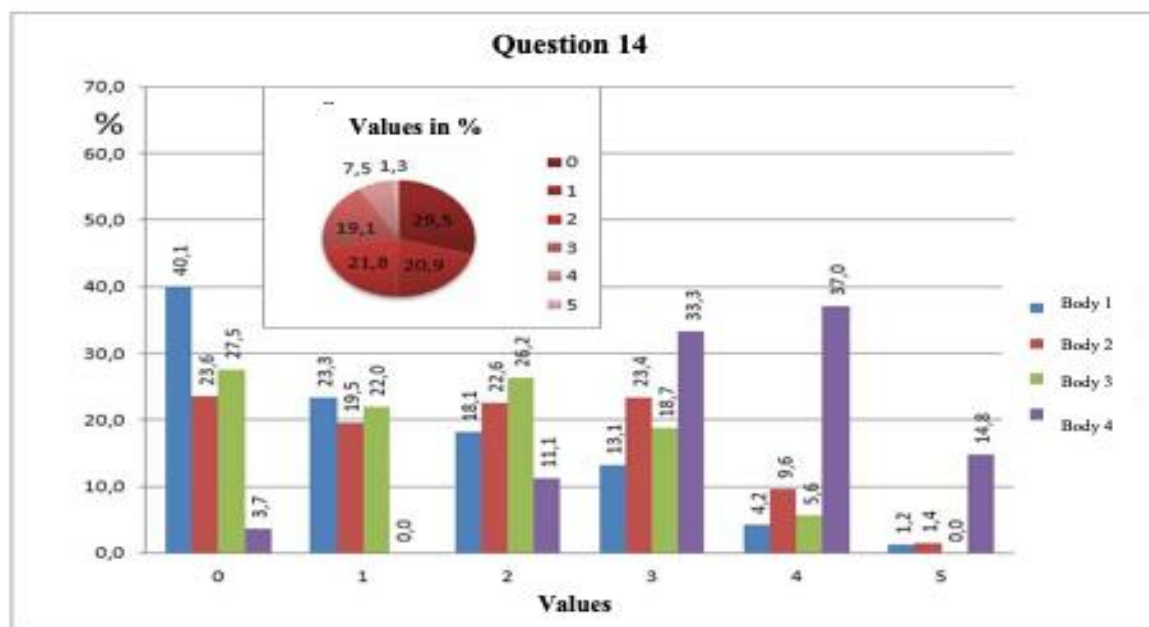
Three questions of the questionnaire were established to confirm the present hypothesis. Question 14 of the questionnaire asks about the competitiveness of the wage system compared to the private sector, Question 16 was about the wages and Question 17 asked about the satisfaction with other benefits. I will present the results here below.

A good remuneration policy uses a wage system that aims to create an income policy competitive even in the labor market, it is consistent with the work done, and it is fair and equitable for the positions within the organization. The remuneration policy of the organization serves as an important mean to increase the performance of the employees. Salary has a number of advantages over other motivation factors, as it means value and the need for money in case of everyone is constant.

The evaluation of the competitiveness of the wage system states that the majority of the 1249 respondents consider the wage system of their workplace less competitive compared to the private sector. This is confirmed by the results of the research, according to which 368 people (29.46%) do not consider the wage system to be competitive at all compared to the private sector, 261 people (20.9%) rated it low and 272 people (21.78%) evaluated it for 2. 239 people (19.14%) gave a rating of 3. The result shows that the higher values were chosen by few, as 93 people (7.45%) rated it 4 and very few, a total of 16 people (1.28%) gave a maximum rating of 5 to the competitiveness of the wage system of their workplace in comparison with the private sector.

Figure 1.

**Opinion of the participants of the survey
on the wage system of the workplace in comparison with the private sector, distribution
in%**



Source: own edition, based on the results of the survey

Table 1.

**Opinions of the participants of the survey
on the payment system of the workplace in comparison with the private sector**

Body	0		1		2		3		4		5		Total	
	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)
Body 1	162	40,10	94	23,27	73	18,07	53	13,12	17	4,21	5	1,24	404	32,35
Body 2	121	23,59	100	19,49	116	22,61	120	23,39	49	9,55	7	1,36	513	41,07
Body 3	84	27,54	67	21,97	80	26,23	57	18,69	17	5,57	0	0,00	305	24,42
Body 4	1	3,70	0	0,00	3	11,11	9	33,33	10	37,04	4	14,81	27	2,16
Total:	368	29,46	261	20,90	272	21,78	239	19,14	93	7,45	16	1,28	1249	100,00

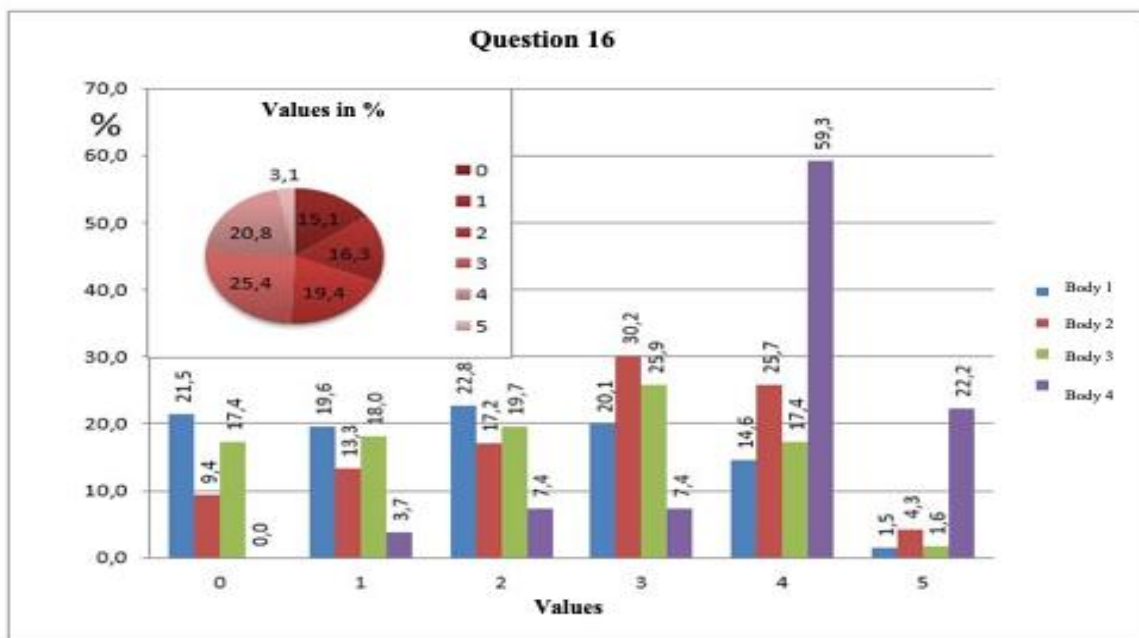
Source: own edition, based on the results of the survey

Question 16 of asked the government official / civil servant about the satisfaction with the salary.

The wage is the compensation for the work done. It is a basic motivation factor and it has a key role for motivating the employees. However, on its own it cannot maintain the motivation in the long run, because after a while, the employees get used to the level of the wage they receive and to their income level, so the incentive of the wage starts to decrease.

Regarding satisfaction with the wage, 188 respondents (15.05%) expressed complete dissatisfaction. Also, more dissatisfied are those who gave a value of 1 (203 people, 16.25%) and a value of 2 (242 people, 19.38%). Overall, the majority of the respondents chose value 3 (317 people, 25.38%). Value 4 was also chosen by quite a few (260 people, 20.82%). However, the number of those who are completely satisfied with their salary is low, as only 39 people (3.12%) chose the maximum value of 5. Thus, it can be stated that the respondents were rather dissatisfied with their salary.

Figure 2. Satisfaction of the participants of the survey with the wages, distribution in%



Source: own edition, based on the results of the survey

Table 2. Satisfaction of the respondents with the wages

Body	0		1		2		3		4		5		Total	
	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)
Body 1	87	21,53	79	19,55	92	22,77	81	20,05	59	14,60	6	1,49	404	32,35
Body 2	48	9,36	68	13,26	88	17,15	155	30,21	132	25,73	22	4,29	513	41,07
Body 3	53	17,38	55	18,03	60	19,67	79	25,90	53	17,38	5	1,64	305	24,42
Body 4	0	0,00	1	3,70	2	7,41	2	7,41	16	59,26	6	22,22	27	2,16
Total:	188	15,05	203	16,25	242	19,38	317	25,38	260	20,82	39	3,12	1249	100,00

Source: own edition, based on the results of the survey

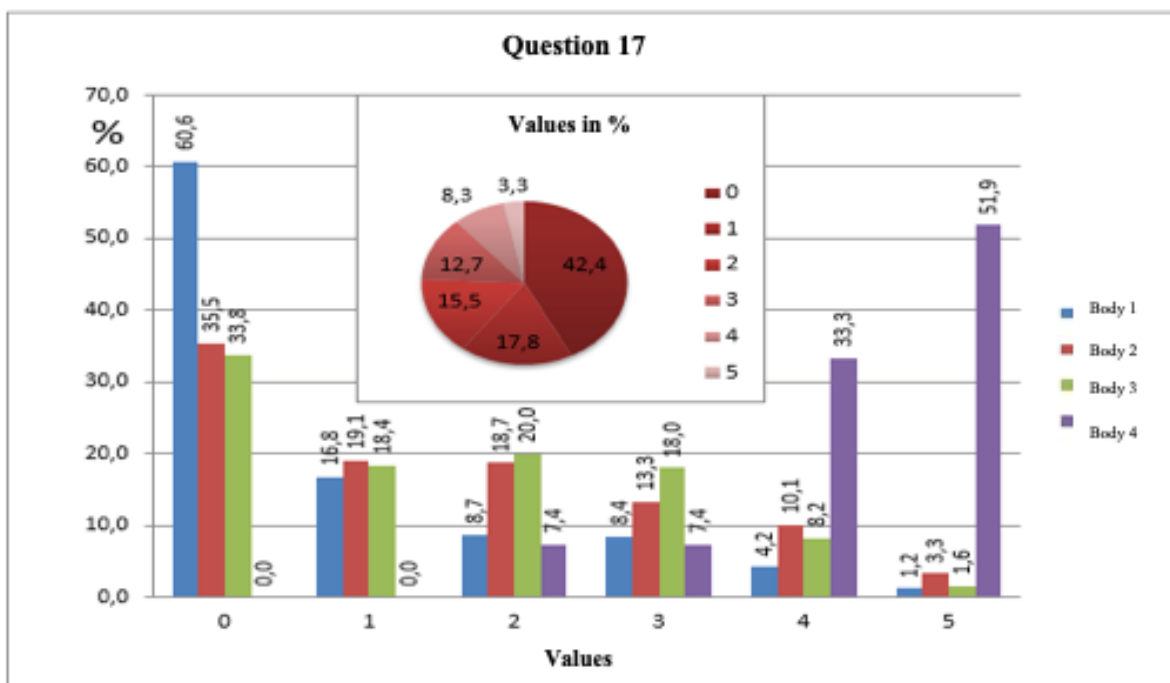
Question 17 of the survey asked the government official / civil servant how satisfied they were with the other benefits.

Other benefits include several benefit elements. The cafeteria benefit plays a key role (it is considered other benefit for being a non-wage element. It also includes meal support, clothing support, phone bill reimbursement, accommodation support, education support, social support, health checks etc.

In the survey, the majority of respondents expressed complete dissatisfaction with the other benefits. Of the 1249 respondents, 530 (42.43%) chose a value of 0 for satisfaction with other benefits, and 222 (17.77%) gave the also low value of 1. 194 people (15.53%) rated their satisfaction with the other benefits with the value of 2, and 159 people (12.73%) gave a rating of 3. 103 people (8.25%) indicated in their response their relative satisfaction by giving a value of 4. Only a negligible part of the respondents expressed maximum satisfaction with the other benefits (41 people, 3.28%). The other benefit detailed in this study appear to be rather irritating than encouraging to respondents, despite of their scope and level of elaboration.

Figure 3

Satisfaction of the participants of the survey with the other benefits, distribution in %



Source: own edition, based on the results of the survey

Table 3.**Satisfaction of the participants of the survey with the other benefits**

Body	0		1		2		3		4		5		Total	
	(fö)	(%)	(fö)	(%)	(fö)	(%)	(fö)	(%)	(fö)	(%)	(fö)	(%)	(fö)	(%)
Body 1	245	60,64	68	16,83	35	8,66	34	8,42	17	4,21	5	1,24	404	32,35
Body 2	182	35,48	98	19,10	96	18,71	68	13,26	52	10,14	17	3,31	513	41,07
Body 3	103	33,77	56	18,36	61	20,00	55	18,03	25	8,20	5	1,64	305	24,42
Body 4	0	0,00	0	0,00	2	7,41	2	7,41	9	33,33	14	51,85	27	2,16
Total:	530	42,43	222	17,77	194	15,53	159	12,73	103	8,25	41	3,28	1249	100,00

Source: own edition, based on the results of the survey

Based on the above mentioned, the satisfaction with the wages of the participants involved in the empirical research results low in comparison with the private sector, regarding the wages and the other benefits. In this context, however, I consider worth mentioning that based on the answers to questions 20, 21, 22 of the online survey (professional support received from the leader, existence of professionally competent managers, satisfaction with the style of the leadership), public administration employees seem to feel that a significant support by the leader is provided for their work – it is in case of these motivation factors where the respondents show the highest satisfaction.

Wages and benefits in the public sector remain still below the level of the wages and benefits in the private sector, the wage levels and the opportunities for (financial) progress in the two sectors still show significant differences (the “financial glass ceiling” phenomenon is still present in the public sector), that is the reason why there have been no positive changes in the motivation of the employees, despite the fact that wage conditions in the public sector have improved compared to the past – but they are still significantly lower than in the private sector (however, it is important to highlight that at the moment of answering the survey the government employees did not benefit from the higher salary introduced by the Kit yet, and the employees were not entitled to the cafeteria benefit as non-wage benefit either – for that in their case the change was not measurable yet).

In summary, given the fact that as for the wages and other benefits it is the dissatisfaction that is predominant among the respondents, the first hypothesis of the dissertation “Recent changes in the public service regulation have not increased significantly the motivation of the employees in the analysed public bodies,” resulted confirmed by the empirical research.

My second research question is how stable the position of a government official / civil servant in the public administration is, if they can plan with keeping the job in the long run.

Hypothesis 2.:

Workplace stability as a motivation is declining in the public administration, which has been reinforced by the recent changes of the civil service law.

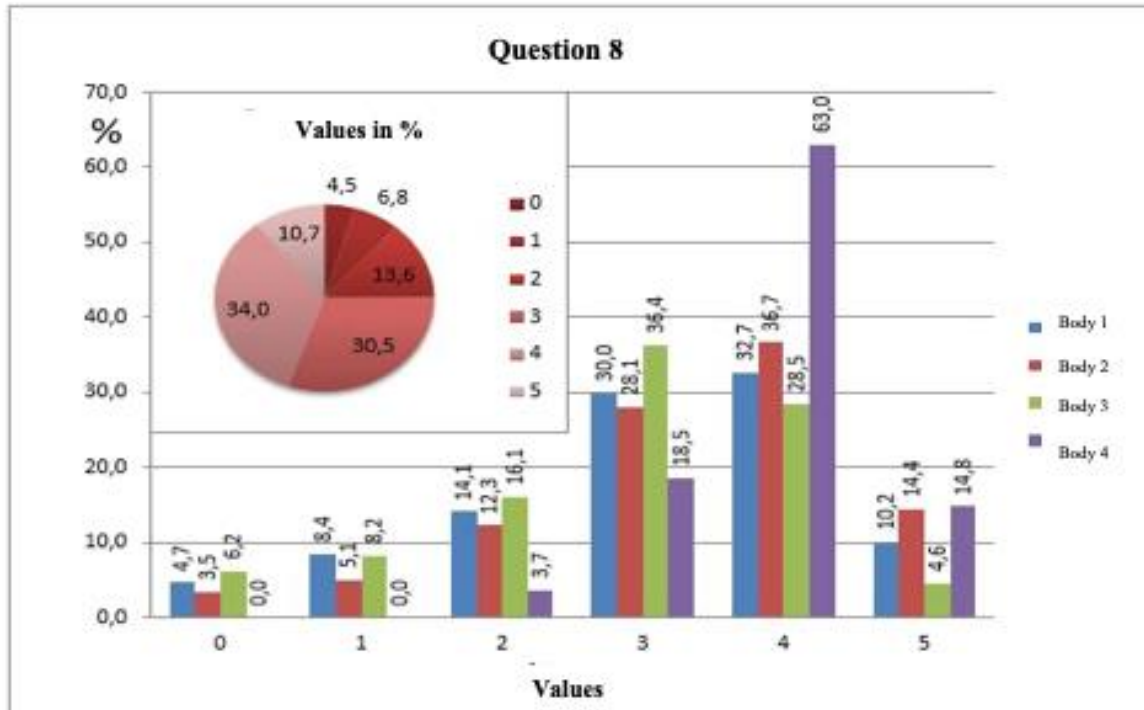
This hypothesis was established because the results of the research can give important information about how stable the personnel of the public sector evaluate their job and position after the reorganizations and redundancies of the recent years (I also asked about this in the survey).

Nowadays the stability of the workplace and the job can be considered a very important motivation factor. The economic downturns and volatility caused by the SARS-CoV-2 coronavirus pandemic starting in 2020 are expected to enhance the motivational value of the workplace stability. The results of the present empirical research reflect the environment favourable for the economy (with attractive jobs in the labour market). Stability is an important consideration on the one hand, for the employer to retain the good workforce, and on the other hand, for the employee who wants to feel safe in his workplace, both in terms of financial esteem and other human aspects. Several factors can weaken the stability of the workplace and the job, but among all the factors, frequent organizational changes, position redeployments, redundancies, high fluctuations and the elimination of the career system should be highlighted.

Question 8 asked how stable the employees consider their workplace in the long run. Of the 1249 respondents, only 56 (4.48%) gave a rating of 0 and 85 (6.81%) a rating of 1, expressing a feeling of instability about their job or position. Other 170 people (13.61%) rated the long-term stability of their job and position as 2. Most of the respondents chose rating 3 (381 people, 30.50%) and rating 4 (424 people, 33.95%). The result of the evaluation, that only 133 respondents (10%) respondents considered his job/position as stable in the long run, is not the appropriate.

Figure 4.

**Opinion of the respondents
on stability of the job and the position, distribution in%**



Source: own edition, based on the results of the survey

Table 4.

**Opinion of the respondents on the stability
of the job and the position**

Body	0		1		2		3		4		5		Total	
	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)	(f ₀)	(%)
Body 1	19	4,70	34	8,42	57	14,11	121	29,95	132	32,67	41	10,15	404	32,35
Body 2	18	3,51	26	5,07	63	12,28	144	28,07	188	36,65	74	14,42	513	41,07
Body 3	19	6,23	25	8,20	49	16,07	111	36,39	87	28,52	14	4,59	305	24,42
Body 4	0	0,00	0	0,00	1	3,70	5	18,52	17	62,96	4	14,81	27	2,16
Total:	56	4,48	85	6,81	170	13,61	381	30,50	424	33,95	133	10,65	1249	100,00

Source: own edition, based on the results of the survey

Based on the results of the empirical research, it can be concluded that despite the organizational changes that have characterized the public administration in the recent period, the respondents do not consider their job or position unstable, probably due to the lack of personnel at the department levels of the public administration. The result of the empirical research on job stability has yielded an interesting result, as the open system, which has been

gradually replacing the former closed system, typical characteristic of the public administration, is less characterized by the stability. An example for this is the implementation of the dismissal without justification in public employment regulations, that eroded the job security. As a guarantee of the job security, the rule of the dismissal without justification was finally annulled by the Constitutional Court [CC Resolution 8/2011. (II.18.)]

However, the discrepancy between the results of the empirical research (respondents consider job security as a characteristic of the civil service rather than not) and the changes in the legislation since the regime change (resulting a decrease in the job security in the civil service) is only hypothetical. Analysing the legal background, the job security in the public sector has indeed declined in the past 30 years compared to the past, in absolute terms. Nevertheless, the job security in the public sector is still (significantly) higher than in the private sector, so comparing the public sector with the private sector, the former has a relatively higher job security than the latter - this explains the answers of respondents of the empirical research.

The overlook of the legal background and the changes in job security thus confirmed the second hypothesis, since when the job security was compared with itself, the essential variable was the time. However, the perception on the job security of the respondents are affected by several factors, their perceptions are not absolute but relative. If we analyse the probability (and what the probability in the past 30 years was) of the loss or the disappear of the job or the position in the public and in the private sector, the public sector still seems more stable than the private sector - this justifies the perception of the respondent on the job security. As when the hypothesis was set up the job security was compared only with itself, hypothesis can be considered justified, the empirical research does not contradict it, as the answers were influenced by other factors, too. From all this, the conclusion is that the job security as a motivator of the public sector is still worth emphasizing and communicating.

7. NEW SCIENTIFIC RESULTS

My research has achieved new scientific results, as it gives a current picture on the satisfaction of the employees of the public administration bodies, and about the current employment rules, including the motivating effect of the Kttv. and the newly introduced Kit.

Regarding the motivation system of the public administration, first I overlooked the motivation theories, the public service motivation, the main motivating and demotivating factors, the differences between the motivation of the generations, the central personnel policy and the motivational and recognition elements included in the current legislation as theoretical background. After that, the results of the research were presented and evaluated, and then the

hypotheses and assumptions established at the beginning of the dissertation were explained and analyzed. When creating the hypotheses, I tried to take into account the motivating factors that have a dominant effect on the personnel of the public administration, therefore the focus of my research was the satisfaction with the salary and the benefit elements, and the issue of the position and job stability.

The relevance of the research topic I have chosen (under-motivation and lack of motivation of the employees of the public sector) is also proved by the fact that several regulations have been introduced recently, the aim of which was to restructure the system and to regulate the wages in the sector.

To summarize the results of the empirical research, it can be concluded that although the respondents are not satisfied with the wages and the other benefits yet, they do not consider their job or position unstable despite the organizational changes in the public administration, probably due to shortages of personnel at the department levels.

In addition to the salary, the so-called other benefits play a significant role in the incentive system of the public administration. They are designed to increase the commitment towards the public administration and to ensure the satisfaction of the personal needs. In my opinion, if government officials with a ministerial status had been involved in the empirical research, there would have been a different result for satisfaction with salary and other benefits, given that regulation of the Kit. (in force since January 1, 2019) contains a significant wage increase, in comparison with the wages of workers employed under the Kttv.

8. FURTHER CONSIDERATIONS OF THE RESEARCH, RECOMMENDATIONS

I consider extremely important to expand the scientific research of the public service management, including the human resource management of the public administration, and to conduct regular researches on these topics within the public administration, in the central administration and in the local government bodies, too. I consider useful to conduct researches on the employment of the personnel of the public administration periodically, to receive hard data on the same research topic (admission, resignation, fluctuation, motivation, satisfaction, efficiency, etc.). The results of the regular surveys are comparable, which helps to analyze the differences. In this context, my proposal is to use the data and the analysis obtained from the researches and studies in a congruent, standardized way - at the central and local level, too - which ensures a scientific base for the measures. Among the researches, I consider particularly

important to integrate the results of the surveys on the needs and the satisfaction of the personnel of the local public administration into the government and employer decisions.

In addition to the suggestions and recommendations described here above, I consider justified to carry out researches on the public service motivation (the main topic of my dissertation) in the future within the system of public administration, including the bodies of the municipalities. The results of a further study about this topic can provide important information about the comparison of the motivation factors in the central public administration and the local government bodies, as well as about the differences of the satisfaction of the personnel.

Another recommendation of mine related to the research topic of my dissertation refers to the work of the organizational units realizing HR activities. A recent feature is that the human resource management of the public administration is evolving and changing constantly, for the expected sustainability and competitiveness. An important basic expectation is that the area of human resources policy within the public administration must operate in accordance with the Program Magyary defined as a government goal. In addition, the acceleration and the efficiency of these days require professionals working in human resources to complete their classic personnel administration activities with other strategic functions that affect the operation of the organization as a whole. *Employers in the public administration should no longer consider the HR departments and the HR managers only carrying out HR administrative tasks.*

Involving the heads of the organizational units in the motivation of the employees would also be an essential condition for creating a successful motivation system, as by now much more personalized solutions should be applied. The individual preferences of the employees allow the use of more efficient techniques and methods. However, the use of individualized motivational elements requires competent leaders and more attention paid to the development of the human processes.

I consider necessary to involve actively the HR managers and the direct leaders and supervisors in the development of the methods aimed to enforce the motivation of the employees - such as the development of organizational culture, recruitment interviews, selection of the leaders and decisions on the wage differentiation. Accordingly, it would be extremely urgent and necessary to change the attitudes of the holders of the employer's rights, similarly to the private sector. The emergence and impacts of the COVID, which also raises the issue of the motivation in case of the telework, may lead to new motivation techniques for the changed preferences of the employees.

9. THE USE IN THE PRACTICE OF THE RESULTS OF THE RESEARCH

The results of the research – as for its relevance - can provide useful information and can be used at several levels. On the one hand, it provides information at governmental level regarding the implementation of the intentions of the lawmakers regarding the benefit elements enshrined in the regulations, and it can justify the amendment of the currently valid legislation by expanding the motivation factors. On the other hand, the results indicating the satisfaction of the employees can help the leaders of the given organization to apply or to ignore further local motivation methods and factors.

Furthermore, the results of my research give an important message for the leadership training, as there is a significant motivational reserve in the behavior of the leader. Related to this, I consider important to highlight one of Zoltán Magyary's opinion in this regard, according to which great emphasis should be placed on the proper selection of leaders in the public administration, because a bad “boss” cannot be counterweighted by the properly selected subordinates, so the mistakes made by the leader cannot be readjusted by the employees. As the manager has a key role as motivator in the workplace, by participating in leadership trainings and thus by improving the leadership competencies (e.g. self-knowledge, stress management techniques or empathic communication etc.) the leader can significantly contribute to increase the motivation and the satisfaction of the employees within the organization.

APPENDIX 1.

LIST OF PUBLICATIONS

- „Bérrel való elégedettség tényező egy elégedettség vizsgálat tükrében” Metszetek. Társadalomtudományi Folyóirat. Vol.10 (2021) No.1., DOI 10.18392/metsz/2021/1/5., ISSN 2063-6415;
- „A fizetett szabadság mint motivációs eszköz és a közigazgatási foglalkoztatási formák kapcsolata” Új Magyar Közigazgatás. 2021. március 14. évfolyam 1. szám. ISSN 2060-4599;
- „A HR funkciók digitalizálásának jelene és jövője a közigazgatásban.” Agria Media 2014, ICI-13 és az ICEM 2014 Információtechnológiai és Oktatástechnológiai Konferencia és Kiállítás. Eszterházy Károly Főiskola;
- „A kormánytisztviselőket megillető illetmények és elismerések a Kit rendszerében – Megjegyzések a hazai közzolgálati motivációról.” Új Magyar Közigazgatás. 2020. december 13. évfolyam 4. szám. ISSN 2060-4599;
- „A köztisztviselők jogállásáról szóló 1992. évi XXIII. törvény (Ktv.) és a kormánytisztviselők jogállásáról szóló 2010. évi LVIII. törvény (Ktjv.) Kommentárja” OPTEN Informatikai Kft. 2013. november /Co-author /;
- „A közzolgálati illetményrendszer.” HR & Munkajog Jogi szaklap HR és munkaügyi szakembereknek. 2015. április 6. évfolyam 4. szám. ISSN 2063-7101;
- „A közzolgálati jogviszonnyal összefüggő törvénymódosítások aktualitásai.” HR & Munkajog. Jogi szaklap HR és munkaügyi szakembereknek. 2015. június 6. évfolyam 6. szám. ISSN 2063-7101;
- „A tartós munkanélküliség megszüntetésére irányuló foglalkoztatáspolitikai aktuális kérdései.” Tavaszi Szél Konferencia Tanulmánykötet. Doktoranduszok Országos Szövetsége. 2018.;
- „A teljesítményértékelés közzolgálati dimenziói.” HR & Munkajog. Jogi szaklap HR és munkaügyi szakembereknek. 2016. február 7. évfolyam 2. szám. ISSN 2063-7101;
- „Érvényre jutnak a gondnokoltak emberi és személyi jogai.” Szociális menedzser 16. évf. 2014/6. ISSN 1585-809X;

- „Mire tanítanak a jó vezetők? Szakmai és vezetői kompetenciákra fókuszálva.” Tanulmányok a tanügy és az oktatásban világszerte. Neveléstudományi Egyesület. 2019. ISBN 978-615-5840-06-7;
- „Motivation and Professionalization in Hungarian Civil Service – an Empirical Analysis on Hungarian Territorial Civil Service” Polgári Szemle: Gazdasági és Társadalmi Folyóirat /Co-author / 2020. ISSN 1786-6553;
- „Nők helyzete a munkaerőpiacon.” Tavaszi Szél Konferencia Tanulmánykötet. Doktoranduszok Országos Szövetsége. 2019. október.
- „Poszter: Kultúraépítő püspökünk Eszterházy Károly. Változó életformák – régi és új tanulási környezete.” XIII. Országos Neveléstudományi Konferencia. 2013. november 11 – 2013. november 9.;
- „Speciális személyügyi szituációk és megoldási javaslatok kritikus helyzetekre.” HR & Munkajog. Jogi szaklap HR és munkaügyi szakembereknek. 2015. június 6. évfolyam 6. szám. ISSN 2063-7101;
- „Stratégia alapú emberi erőforrás gazdálkodás a közigazgatásban.” Jegyző és közigazgatás. Jegyzők Országos Szövetségének hivatalos lapja. XVII. évfolyam 6. szám. 2015. november-december. ISSN 1589-3383;
- „What are the possibilities for motivating public servants? Focusing on the salary system.” 2016 the Fourth Educational Research and Methodology Conference.;
- „Women in Leading Role.” Practice and Theory in Systems of Education. Volume 11 Number 4. 2016. DOI:10.1515/ptse-2016-0026.

APPENDIX 2.

PROFESSIONAL CURRICULUM VITAE

Education

- 2002 Budapest University of Economics and Public Administration
 Faculty of Public Administration
 College degree in Administration Management
- 2008 University of Pécs
 Faculty of Adult Education and Human Resources Development
 University degree in Human Resources Management
- 2004 Professional Exam in Public Administration

Language skills

- 1997 English, intermediate level, oral exam
- 1998 English intermediate level, written exam
- 1999 German intermediate level, complex exam
- 2006 German advanced level, written exam

Work experience

- 16 years of professional experience in the public sector, of which 10 years in human resources management (head of department, chief head of department)
- 2 years of professional experience in the private sector as HR manager