СТОПАНСКА АКАДЕМИЯ

„Димитър А. Ценов" - Свищов

KreativEU
Knowledge & Creativity European University

Международна научно-практическа конференция

90 години дарителство, знание, иновации и устойчиво развитие в СА „Д. А. Ценов" – Свищов

Том II



5-7 ноември 2026 г.

СТОПАНСКА АКАДЕМИЯ „Д. А. ЦЕНОВ“ – СВИЩОВ

МЕЖДУНАРОДНА НАУЧНО-ПРАКТИЧЕСКА КОНФЕРЕНЦИЯ

90 ГОДИНИ ДАРИТЕЛСТВО, ЗНАНИЕ, ИНОВАЦИИ И УСТОЙЧИВО РАЗВИТИЕ В СА „Д. А. ЦЕНОВ“ – СВИЩОВ

Свищов, 5-7 ноември 2026 г.

Посветена на 90 години от създаването на Стопанска академия „Димитър А. Ценов“

Сборник с доклади

ТОМ II

Международната научно-практическа конференция е организирана при изпълнение на Административен договор № КП-06-МНФ/23 от 18.08.2026 г. (BNSF-1.010-0023-C01) на Фонд „Научни изследвания“ при МОН по Процедура за подкрепа на международни научни форуми, провеждани в Република България

Академично издателство „Ценов“
Свищов
2026

ПРОГРАМЕН КОМИТЕТ
Доц. д-р Марин Маринов
Ректор на Стопанска академия „Димитър А. Ценов“ – председател
Проф. д-р Красимир Шишманов
Проф. д. н. Божидар Божинов
Проф. д-р Любчо Варамезов
Доц. д-р Маргарита Шопова
Доц. д-р Ваня Григорова
Доц. д-р Румен Ерусалимов
Доц. д-р Пламен Йорданов
Доц. д-р Драгомир Илиев
Доц. д-р Иван Марчевски
Доц. д-р Ирена Емилова
Доц. д-р Сергей Найденов
Доц. д-р Катя Личева
Проф. д-р Пенка Шишманова
Доц. д-р Елена Йорданова
Доц. д-р Пламен Петков
Доц. д-р Пепа Стойкова
Доц. д-р Михаил Чиприянов
Доц. д-р Любка Илиева
Доц. д-р Теодора Филипова
Ст. преп. Елка Узунова
Ст. преп. д-р Радослав Николов

ОРГАНИЗАЦИОНЕН КОМИТЕТ
Доц. д-р Здравко Любенов – *председател*
Проф. д-р Светослав Илийчовски
Проф. д-р Атанас Атанасов
Доц. д-р Галина Чиприянова
Доц. д-р Маруся Смокова-Стефанова
Доц. д-р Красимира Славева
Гл. ас. д-р Асен Божиков
Ст. преп. д-р Венцислав Диков

РЕДАКЦИОНЕН СЪВЕТ
Проф. д-р Атанас Атанасов – *председател*
Проф. д-р Светослав Илийчовски
Проф. д-р Красимир Шишманов
Доц. д-р Искра Пантелеева
Доц. д-р Танер Исмаилов
Доц. д-р Здравко Любенов
Доц. д-р Галя Иванова-Кузманова
Доц. д-р Ирена Емилова
Доц. д-р Христо Сирашки
Доц. д-р Елена Йорданова
Доц. д-р Любка Илиева
Доц. д-р Валентин Милинов
Доц. д-р Красимира Славева
Доц. д-р Маруся Смокова-Стефанова
Доц. д-р Венцислав Василев
Доц. д-р Зорница Петкова

Публикуваните материали са рецензирани по метода на двойно сляпо рецензиране. Авторите носят отговорност за съдържанието на материалите, изразените мнения, използваните данни, цитираните източници и езиковото оформление на текстовете. Фонд „Научни изследвания“ не носи отговорност за съдържанието на докладите, представени на научния форум, както и за съдържанието на рекламните и други материали за него.

ISBN 978-954-23-2688-5 (print)
ISBN 978-954-23-2689-2 (online)

D. A. TSENOV ACADEMY OF ECONOMICS – SVISHTOV

INTERNATIONAL SCIENTIFIC AND PRACTICAL CONFERENCE

90 YEARS OF CHARITY, KNOWLEDGE, INNOVATION AND SUSTAINABLE DEVELOPMENT IN D. A. TSENOV ACADEMY OF ECONOMICS - SVISHTOV

Svishtov, 5th - 7th November 2026

Dedicated to the 90th anniversary since the establishment of D. A. Tsenov Academy of Economics

Conference Proceedings

VOLUME II

The International Scientific and Practical Conference was organized in the implementation of Administrative Contract № КП-06-МНФ/23 of August 18, 2026 (BNSF-1.010-0023-C01), awarded by the Bulgarian National Science Fund at the Ministry of Education and Science under the Procedure for Support of International Scientific Forums Held in the Republic of Bulgaria

Tsenov Academic Publishing House
Svishtov
2026

PROGRAM COMMITTEE
Assoc. Prof. Marin Marinov, PhD
Rector of D. A. Tsenov Academy of Economics
Prof. Krasimir Shishmanov, PhD
Prof. Bozhidar Bozhinov, PhD
Prof. Lyubcho Varamezov, PhD
Assoc. Prof. Margarita Shopova, PhD
Assoc. Prof. Vanya Grigorova, PhD
Assoc. Prof. Rumen Jerusalemov, PhD
Assoc. Prof. Plamen Yordanov, PhD
Assoc. Prof. Dragomir Iliev, PhD
Assoc. Prof. Ivan Marchevski, PhD
Assoc. Prof. Irena Emilova, PhD
Assoc. Prof. Sergey Naydenov, PhD
Assoc. Prof. Katya Licheva, PhD
Prof. Penka Shishmanova, PhD
Assoc. Prof. Elena Yordanova, PhD
Assoc. Prof. Plamen Petkov, PhD
Assoc. Prof. Pepa Stoykova, PhD
Assoc. Prof. Mihail Chipriyanov, PhD
Assoc. Prof. Lyubka Ilieva, PhD
Assoc. Prof. Teodora Filipova, PhD
Senior Lecturer Elka Uzunova
Senior Lecturer Radoslav Nikolov, PhD

ORGANIZING COMMITTEE
Assoc. Prof. Zdravko Lyubenov. PhD, Chairman
Prof. Svetoslav Iliychovski, PhD
Prof. Atanas Atanasov, PhD
Assoc. Prof. Galina Chipriyanova, PhD
Assoc. Prof. Marusya Smokova-Stefanova, PhD
Assoc. Prof. Krasimira Slaveva, PhD
Ch. Assist. Prof. Asen Bozhikov, PhD
Sen. Lect. Ventsislav Dikov

EDITORIAL BOARD
Prof. Atanas Atanasov, PhD – Chair
Prof. Svetoslav Iliychovski, PhD
Assoc. Prof. Iskra Panteleeva, PhD
Prof. Krasimir Shishmanov, PhD
Assoc. Prof. Taner Ismailov, PhD
Assoc. Prof. Zdravko Lyubenov, PhD
Assoc. Prof. Galya Ivanova-Kuzmanova, PhD
Assoc. Prof. Irena Emilova, PhD
Assoc. Prof. Hristo Sirashki, PhD
Assoc. Prof. Elena Yordanova, PhD
Assoc. Prof. Lyubka Ilieva, PhD
Assoc. Prof. Valentin Milinov, PhD
Assoc. Prof. Krasimira Slaveva, PhD
Assoc. Prof. Marusya Smokova-Stefanova, PhD
Assoc. Prof. Ventsislav Vasilev, PhD
Assoc. Prof. Zornitsa Petkova, PhD

The published materials have been peer-reviewed using the double-blind review method. The authors are solely responsible for the content of the materials, the opinions expressed, the data used, the cited sources, and the linguistic formatting of the texts. The Bulgarian National Science Fund bears no responsibility for the content of the papers presented at the scientific forum, nor for the content of its promotional or other materials.

ISBN 978-954-23-2688-5 (print)
ISBN 978-954-23-2689-2 (online)

СЪДЪРЖАНИЕ

ТОМ II
МЕНИДЖМЪНТ, МАРКЕТИНГ, ПЛАНИРАНЕ, МЕЖДУНАРОДНА ИКОНОМИКА, БИЗНЕС ИНФОРМАТИКА

ИЗСЛЕДВАНЕ НА ГОТОВНОСТТА, НАГЛАСИТЕ И ПОТРЕБНОСТИТЕ НА ПРЕПОДАВАТЕЛИТЕ ОТ СТОПАНСКА АКАДЕМИЯ „Д. А. ЦЕНОВ“ ЗА ИЗПОЛЗВАНЕ НА ИЗКУСТВЕН ИНТЕЛЕКТ
Проф. д.н. Борислав Борисов, гл. ас. д-р Юлиян Господинов..... 9

THE PLACE AND ROLE OF UKRAINE IN ENSURING THE EU'S EXTERNAL ECONOMIC SECURITY
Prof. D.Sc. (Economics) Illya Khadzhynov..... 18

SHADOW DIGITAL ECONOMY AND SUSTAINABLE DEVELOPMENT
Prof. DSC Serghei Ohrimenco, Prof. DSC Dinara Orlova, Prof. PhD Tatiana Manasterska, Valeriu Cernei, Partner, IT Audit&Advisory..... 24

УПРАВЛЕНИЕТО НА ЗНАНИЕТО КАТО МЕХАНИЗЪМ ЗА ФОРМИРАНЕ НА ИНОВАЦИОННА СПОСОБНОСТ И ИНОВАЦИОННО ПРЕДСТАВЯНЕ НА ПРЕДПРИЯТИЕТО (ТЕОРЕТИЧЕН ПРЕГЛЕД И КОНЦЕПТУАЛНА РАМКА)
Проф. д-р Любчо Варамезов, докторант Стела Маринова..... 32

СТРАТЕГИЧЕСКАТА ДЪЛБОЧИНА (ВЪЗХОДЪТ) И НЕСТРАТЕГИЧЕСКАТА ПЛИТКОСТ (УПАДЪКЪТ) – КАЗУСЪТ НА СВИЩОВСКАТА АКАДЕМИЯ
Проф. д-р Никола Янков..... 40

LEAN MARKETING – СЪВРЕМЕНЕН ПОДХОД ЗА ТРАНСФОРМАЦИЯ НА МАРКЕТИНГОВАТА СТРАТЕГИЯ
Доц. д-р Ваня Григорова..... 48

ПОЗИЦИОНИРАНЕ НА ТЪРГОВСКА МАРКА В ДИГИТАЛНА СРЕДА
Доц. д-р Ваня Григорова, Александра Иванова, студент..... 56

СЪВРЕМЕННИ ПОДХОДИ ЗА ПРОДУКТОВА ИНОВАЦИЯ В КОЗМЕТИЧНИЯ СЕКТОР
Доц. д-р Ваня Григорова, Марая Драганова, студент..... 64

ДЕТЕРМИНАНТИ НА ТЪРСЕНЕТО НА ЗАСТРАХОВКИ СРЕЩУ ТЪРГОВСКИ РИСК
Доц. д-р Ваня Григорова, докторант Николай Марков,..... 71

ВЛИЯНИЕ НА ДИГИТАЛНИЯ БЪРНАУТ ВЪРХУ ПОТРЕБИТЕЛСКОТО ПОВЕДЕНИЕ
Доц. д-р Ваня Григорова, Пламена Жекова, студент..... 79

INTERNATIONAL ECONOMIC INTEGRATION AND STRUCTURAL RESILIENCE
Assoc. Prof., PhD Giga Abuseridze, Assoc. Prof. PhD Anatoliy Asenov..... 87

ПАРТИСИПАТИВНО ВЗАИМОДЕЙСТВИЕ В ИНОВАЦИОННИТЕ МРЕЖИ
Доц. д-р Евелина Парашкевова, проф. д-р Маргарита Богданова, доц. д-р Александра Пенишевич, проф. д-р Бранислав Санчанин" 93

ОСОБЕНОСТИ НА СЪВРЕМЕННИЯ МЕЖДУНАРОДЕН БИЗНЕС
Доц. д-р Здравко Любенов 101

CONVERGENCE OR DIVERGENCE? DIGITAL TRANSFORMATION AND EMERGING INTERNATIONAL MARKETING TRENDS IN ROMANIA AND BULGARIA
Assoc. Prof. Cătălin Deatcu-Gavril PhD, assoc. Prof. Alexander Ganchev PhD, Ivaylo Marinov PhD, Vlad-Mihai Panait PhD, Ec. Elena Deatcu-Gavril 108

CYBERSECURITY AND OPERATIONAL RISK IN THE ERA OF DIGITAL TRANSFORMATION: CHALLENGES FOR SUSTAINABLE DEVELOPMENT
Assoc. Prof. Habilitated Doctor Dorogaia Irina, Caminschi Olga, PhD student, Assistant Lecturer 122

MANAGING ORGANIZATIONAL STRUCTURE CHANGES IN AN UNSTABLE ENVIRONMENT
Assoc. Prof. Habilitated Doctor Dorogaia Irina, Coval Anastasia, Assistant Lecturer 129

ДИГИТАЛНОТО РАВЕНСТВО КАТО ФАКТОР В ПРОЦЕСА НА ДИГИТАЛНА ТРАНСФОРМАЦИЯ
Доц. д-р Кремена Маринова-Костова 139

ИНОВАЦИОННИ МРЕЖИ И МЕЖДУФИРМЕНО СЪТРУДНИЧЕСТВО: ФАКТОРИ, ВЗАИМОДЕЙСТВИЯ И РАЗВИТИЕ
Доц. д-р Любомир Тодоров, проф. д-р Дариуш Новак 146

СОЦИАЛНОМРЕЖОВИ ПОДХОД ЗА ИЗСЛЕДВАНЕ НА МЕЖДУУНИВЕРСИТЕТСКОТО СЪТРУДНИЧЕСТВО В РАМКИТЕ НА ИНИЦИАТИВАТА „ЕВРОПЕЙСКИ УНИВЕРСИТЕТ“: СРАВНИТЕЛЕН АНАЛИЗ ПО ПОКАНИ ЗА КАНДИДАТСТВАНЕ
Доц. д-р Маруся Смокова, гл. ас. д-р Галин Стефанов 155

ЕФЕКТИВНИ КОМУНИКАЦИОННИ СТРАТЕГИИ КАТО ФАКТОР ЗА ОРГАНИЗАЦИОННА УСТОЙЧИВОСТ
Доц. д-р Милен Динков 166

ESG ПОЛИТИКИ И РЕШЕНИЯ В СТРОИТЕЛНИЯ СЕКТОР
Доц. д-р Михаил Чиприянов 172

ВЪЗДЕЙСТВИЕ НА АГЕНТИТЕ С ИЗКУСТВЕН ИНТЕЛЕКТ ВЪРХУ СВЕТОВНАТА МРЕЖА
Доц. д-р Наталия Маринова 176

ASSESSING FACTORS AFFECTING AN ORGANIZATION’S INFORMATION SECURITY
Assoc. Prof. Olga Pugacheva, PhD 184

СТРАТЕГИЧЕСКИ АНАЛИЗ НА ПАЗАРА НА ЧУЖДОЕЗИКОВИ ОБРАЗОВАТЕЛНИ УСЛУГИ
Доц. д-р Пенка Горанова..... 192

ПРЕДИЗВИКАТЕЛСТВА И РИСКОВЕ ПРИ ВНЕДРЯВАНЕТО НА ИЗКУСТВЕН ИНТЕЛЕКТ И АНАЛИЗ НА ГОЛЕМИ ДАННИ ЗА УСТОЙЧИВИ ВЕРИГИ ЗА ДОСТАВКИ
Доц. д-р Петя Емилова, доц. д-р Веселин Попов 198

MANAGING RESEARCH–EDUCATION SYNERGIES FOR ENGINEERING AND SCIENCE CAREER DEVELOPMENT IN THE UNIVERSITY ENVIRONMENT: THE CASE OF VALAHIA UNIVERSITY OF TÂRGOVIȘTE
Assoc. Prof. Dr. Eng., Sălișteanu I.C., Professor, Dr. Eng., Dunea D.E.C. , Professor, Dr. Eng., Coandă H.G. , Assoc. Prof., Dr. Eng., Udroiu I.N. , Professor, Dr. Croitoru G., Senior Research Scientist, Dr. Eng., Nicolescu C.M., Assoc. Prof., Dr. Bumbac M., Assoc. Prof., Dr. Eng., Alexandrescu D.C., University Lecturer Dr., Hossu A.M., Assoc. Prof., Dr. Eng., Angelescu N., Assoc. Prof., Dr. Eng., Popa I.F., University Lecturer Dr., Catangiu A. 207

УПРАВЛЕНКСИ ИЗМЕРЕНИЯ НА КОНТИНУУМА „ПРОДУКТ – УСЛУГА“: ОПЕРАЦИОННА СИСТЕМА И ТРАНСФОРМАЦИОННИ ПРОЦЕСИ
Доц. д-р Силвия Благоева, доц. д-р Ирена Емилова 217

АСПЕКТИ НА УПРАВЛЕНИЕТО НА КАЧЕСТВОТО В ОРГАНИЗАЦИИТЕ ОТ ПУБЛИЧНИЯ СЕКТОР
Доц. д-р Христо Сирашки..... 224

НАУЧНАТА ПОЛИТИКА НА СТРАНИТЕ ОТ ЕВРОПЕЙСКИЯ СЪЮЗ И ВЛИЯНИЕТО НА ГЛОБАЛИЗАЦИЯТА
доц. д-р Цветан Дилков..... 230

ВЗЕМАНЕ НА РЕШЕНИЯ ЗА ПОКУПКА В СРЕДА НА ИЗКУСТВЕН ИНТЕЛЕКТ
Гл. ас. д-р Атанаска Решеткова..... 238

ОСОБЕНОСТИ В АНТИКРИЗИСНОТО УПРАВЛЕНИЕ
Гл. ас. д-р Валентин Панайотов 246

КОНВЕРГЕНЦИЯ НА ДОХОДИТЕ В РАМКИТЕ НА ЕВРОПЕЙСКИЯ СЪЮЗ: ДЕКОМПОЗИРАНЕ НА НАЦИОНАЛНО И РЕГИОНАЛНО НИВО
Гл. ас. д-р Галин Стефанов..... 253

АДМИНИСТРАТИВНИ РЕШЕНИЯ ЗА УСТОЙЧИВИ СОЦИАЛНИ ИНВЕСТИЦИ
Гл. ас. д-р Десислава Алексиева..... 262

ВАЛУТНА ЕКСПОЗИЦИЯ И ПОДХОДИ ЗА УПРАВЛЕНИЕ НА РИСКА: ИЗСЛЕДВАНЕ НА НАУЧНАТА ЛИТЕРАТУРА
Гл. ас. д-р Димитър Костов 268

СТРАТЕГИЧЕСКИ АСПЕКТИ НА СВИВАЩИТЕ СЕ ГРАДОВЕ
Гл. ас. д-р Елица Лазарова, Chrysostomos Roditis..... 281

ГЕОПОЛИТИЧЕСКИЯТ РИСК КАТО ФАКТОР ПРИ ИЗБОРА НА ЛОКАЦИЯ ЗА ПРЕКИ ЧУЖДЕСТРАННИ ИНВЕСТИЦИИ
Гл. ас. д-р Иван Ангелов 288

ПЕРИФЕРНИ ИЗЧИСЛЕНИЯ И ИНТЕРНЕТ НА НЕЩАТА: БЪДЕЩЕТО НА СВЪРЗАНИТЕ УСТРОЙСТВА
Гл. ас. д-р Искрен Таиров 296

ЕВРИСТИЧНИ СТРАТЕГИИ ЗА РЕДУКЦИЯ НА СЛОЖНОСТТА В ИКОНОМИЧЕСКОТО ПЛАНИРАНЕ ПРИ ОГРАНИЧЕНА ИНФОРМАЦИЯ
Гл. ас. д-р Надежда Веселинова 302

КАЧЕСТВО НА ТРУДОВИЯ ЖИВОТ: ОРГАНИЗАЦИОННО-ПОВЕДЕНЧЕСКИ АСПЕКТИ
Гл. ас. д-р Надежда Стефанова 310

АНАЛИЗ НА ЕФЕКТИВНОСТТА НА ОНЛАЙН МАРКЕТИНГА И KPI ПОКАЗАТЕЛИ
Гл. ас. д-р Пламен Петров 317

ТЕОРИЯ И ПРАКТИКА: ФАКТОРИ ЗА ИЗПОЛЗВАНЕ НА ИЗКУСТВЕН ИНТЕЛЕКТ ОТ СТУДЕНТИ ПО МАРКЕТИНГ
Гл. ас. д-р Светла Атанасова 325

ДОБРИ ПРАКТИКИ ПО ПРЕДОСТАВЯНЕ НА ДОБРО УПРАВЛЕНИЕ ОТ ДЪРЖАВНАТА АДМИНИСТРАЦИЯ
Гл. ас. д-р Юлиян Господинов 334

RETHINKING PLACE BRANDING: STRATEGIC FRAMEWORKS AND EXECUTION TOOLS
Senior Lecturer, PhD, Aliya Turganovna Baigarina, PhD student Anar Aliyeva, Head Assist.Prof., PhD Stanislava Stoyanova-Asenova, Assoc.prof. PhD Anatoliy Asenov ... 345

ЕЗИКОВА БЛИЗОСТ И ИНСТИТУЦИОНАЛНА ИНТЕГРАЦИЯ В МЕЖДУНАРОДНАТА ТЪРГОВИЯ: КОНЦЕПТУАЛЕН ПОДХОД
Ст. преп. д-р Маргарита Михайлова, доц. д-р Драгомир Илиев 350

ОТ КОНЦЕПЦИЯТА ДО ВЪЗДЕЙСТВИЕТО: ДИЗАЙН И ИЗПЪЛНЕНИЕ НА УСПЕШНИ ПРОЕКТИ ПО ПРОГРАМА „ИНТЕРРЕГ РУМЪНИЯ–БЪЛГАРИЯ“
Лектор, д-р Михаела Тинка Удриштиойу; професор, д-р Нику Джордже Биздоака 356

СТРАТЕГИЧЕСКО УПРАВЛЕНИЕ НА ЗАИНТЕРЕСОВАНИТЕ СТРАНИ ПРИ ПЛАНИРАНЕ НА ЕКОЛОГИЧНИ ПРОЕКТИ ЗА УПРАВЛЕНИЕ НА ОТПАДЪЦИ
Ас. д-р Димчо Шопов 362

MANAGERIAL STRATEGIES FOR MOTIVATING THE EMPLOYEES FROM ROMANIAN PUBLIC INSTITUTIONS
Assistant Professor, Ph.D, Miruna Angela Mutu, Senior Lecturer, Ph.D, Andreea Anamaria Panagoret, Senior Lecturer, Ph.D, Dragos Mihai Panagoret, Lecturer, Ph.D, Sorina Cernat 371

MAPPING AND MITIGATING CHILDREN'S DIGITAL FOOTPRINTS IN EGYPT
Assistant Professor Nehal Lotfy H. Khalil, PhD..... 384

ЕКСПЕРТНОТО ИНТЕРВЮ В ИЗСЛЕДВАНИЯТА ПО ДИГИТАЛЕН МАРКЕТИНГ: МЕТОДОЛОГИЧНИ НАСОКИ
Ас. д-р Спасимир Цветанов..... 392

МАРКЕТИНГ, ВОДЕН ОТ НОСТАЛГИЯТА В ЕРАТА НА ИЗКУСТВЕНИЯ ИНТЕЛЕКТ – ВЪЗМОЖНОСТИ, ПРЕДИЗВИКАТЕЛСТВА И ТЕНДЕНЦИИ
Ас. д-р Стелиана Василева 400

AI В ПОМОЩ НА СЕЛЕКЦИОНЕРИТЕ В ЖИВОТНОВЪДСТВОТО: ПРОТОТИП НА ИНТЕЛИГЕНТНА СИСТЕМА ЗА АНАЛИЗ НА РОДОСЛОВИЯ И ПОДПОМАГАНЕ НА РАЗВЪДНАТА ДЕЙНОСТ
Д-р инж. Пенка Чернаева, д-р инж. Петър Чернаев..... 411

АНАЛИЗ НА ПОТЕНЦИАЛА НА ИНОВАЦИОННИТЕ ПРОЕКТИ ЗА НАМАЛЯВАНЕ НА БЕДНОСТТА В СЕВЕРОЗАПАДНИЯ РАЙОН ЗА ПЛАНИРАНЕ БЪЛГАРИЯ
Д-р Таня Минкова Николова..... 418

УЧАСТИЕТО В ИНИЦИАТИВАТА ЗА НАСОЧЕНА ТЪРГОВИЯ И ВИЗОВАТА ОТВОРЕНОСТ В АФРИКА
Докторант Анита Йорданова 424

СТРАТЕГИЧЕСКО ПЛАНИРАНЕ НА РАБОТНАТА СИЛА В ЗДРАВНАТА СИСТЕМА НА ГЪРЦИЯ В КОНТЕКСТА НА ПРОФЕСИОНАЛНИТЕ ДИСБАЛАНСИ И РЕГИОНАЛНИТЕ НЕРАВЕНСТВА
Докторант Анна Коллару 432

СТРАТЕГИЧЕСКО ПЛАНИРАНЕ И УПРАВЛЕНИЕ НА КРИЗИ В АДМИНИСТРИРАНЕТО НА ОБЩЕСТВЕНОТО ЗДРАВЕОПАЗВАНЕ
Докторант Анна Коллару, докторант Алексиос Антониос Колларос..... 439

МОДЕЛИ НА ПУБЛИЧНО-ЧАСТНО ПАРТНЬОРСТВО ЗА ФИНАНСИРАНЕ НА ОБЩИНСКАТА ТРАНСПОРТНА ИНФРАСТРУКТУРА
Докторант Атанаска Василева 447

ИНТЕГРИРАН ПОДХОД ЗА ПОВИШАВАНЕ НА ЕФЕКТИВНОСТТА НА АДМИНИСТРАТИВНИТЕ ПРОЦЕСИ В ГЛОБАЛНИТЕ АУТСОРСИНГ СТРУКТУРИ
Докторант Веселин Василев Михайлов..... 451

СВЪРЗВАЩИТЕ СТРУКТУРИ В СИСТЕМАТА НА УПРАВЛЕНИЕ – МЯСТО И РОЛЯ
Докторант Галина Гатева-Христова..... 462

МЕЖДУНАРОДНА ТЪРГОВИЯ И ИКОНОМИЧЕСКИ БАРИЕРИ
Докторант Георги Спасов Витков 467

ДЕТЕРМИНАНТИ НА КЛИЕНТСКАТА УДОВЛЕТВОРЕНОСТ В ЗАСТРАХОВАНЕТО – ПОВЕДЕНЧЕСКИ И ДИГИТАЛНИ АСПЕКТИ
Докторант Десислава Кайрякова..... 474

ПРЕДИЗВИКАТЕЛСТВА ПРИ ИНТЕГРАЦИЯТА НА НЕСТРУКТУРИРАНИ И ПОЛУСТРУКТУРИРАНИ ДАННИ ВЪВ ФИНАНСОВО-СЧЕТОВОДНИТЕ СИСТЕМИ
Докторант Диян Николаев 482

WHO: TRANSFORMING ORGANIZATIONS THROUGH ESG CULTURE
PhD student Elton Rodrigo Titon 488

ВРЪЗКА МЕЖДУ ИНТЕГРИРАНОТО УПРАВЛЕНИЕ НА ОТПАДЪЦИТЕ И КРЪГОВИТЕ БИЗНЕС МОДЕЛИ
докторант Емил Найденов 496

ПРОГРАМНОТО БЮДЖЕТИРАНЕ КАТО ИНСТРУМЕНТ ЗА РЕАЛИЗАЦИЯ НА ОБЩИНСКИЯ ПЛАН ЗА РАЗВИТИЕ: МОДЕЛ ЗА ФИНАНСОВА УСТОЙЧИВОСТ
Докторант Емилия Върбанова 504

ТРАНСФОРМАЦИЯ НА БИЗНЕС МОДЕЛИТЕ В СЕКТОРА НА ВЪЗОБНОВЯЕМАТА ЕНЕРГИЯ В ЕВРОПЕЙСКИЯ СЪЮЗ В УСЛОВИЯТА НА ЗЕЛЕНИЯ ПРЕХОД
Докторант Жени Антонова 508

ИЗБОР МЕЖДУ ЛОКАЛЕН И ОБЛАЧНО БАЗИРАН ИЗКУСТВЕН ИНТЕЛЕКТ В СЪВРЕМЕННИТЕ БИЗНЕС ИНФОРМАЦИОННИ СИСТЕМИ
Докторант Зорница Иванова 516

ОТ ТЕОРИЯ КЪМ ПРАКТИКА: ИНТЕГРИРАНЕ НА УСТОЙЧИВОСТТА В УПРАВЛЕНИЕТО НА ПРОЕКТИ КАТО ФАКТОР ЗА КОНКУРЕНТОСПОСОБНОСТ НА БЪЛГАРСКАТА ИКОНОМИКА
Докторант Ивелина Станева 523

ВЪЗМОЖНОСТИ И ПРЕДИЗВИКАТЕЛСТВА ПРИ ИЗПОЛЗВАНЕТО НА ИЗКУСТВЕНИЯ ИНТЕЛЕКТ ЗА ОПТИМИЗАЦИЯ НА АДМИНИСТРАТИВНИТЕ ПРОЦЕСИ В ЗДРАВЕОПАЗВАНЕТО
докторант Йоан Парашкевов Денев 528

ВЪЗМОЖНОСТИ И ПРЕДИЗВИКАТЕЛСТВА ПРЕД ВНЕДРЯВАНЕТО НА ИЗКУСТВЕН ИНТЕЛЕКТ В МАЛКИ И СРЕДНИ ПРЕДПРИЯТИЯ
Докторант Йоанна Иванова Бакалова 536

ИНФОРМАЦИОННА СИГУРНОСТ В СЪВРЕМЕННИТЕ ОБУЧИТЕЛНИ ПЛАТФОРМИ
Докторант Лора Първанова 551

ДЕФИНИРАНЕ НА БЛОКЧЕЙН: ХАРАКТЕРИСТИКИ И КЛЮЧОВИ КОМПОНЕНТИ
Докторант Любен Кирев 551

ФАКТОРИ ЗА ВНЕДРЯВАНЕ НА ИНОВАЦИИ В ПУБЛИЧНИЯ СЕКТОР
Докторант Мария Савова 557

УПРАВЛЕНИЕ НА НЕФИНАНСОВИЯ РИСК ЧРЕЗ КСО В БЪЛГАРИЯ
Докторант Мария Цветанова 565

СРАВНИТЕЛНА ХАРАКТЕРИСТИКА НА МЕХАНИЗМИТЕ ЗА ВНЕДРЯВАНЕ НА КОМПЕТЕНТНОСТИ ПО ИКОНОМИКА
Докторант Милена Димитрова..... 569

СРАВНИТЕЛЕН АНАЛИЗ НА ДИГИТАЛНИ ПЛАТФОРМИ НА БЪЛГАРСКИЯ ПАЗАР ЧРЕЗ ИНДЕКС НА ПАЗАРНАТА ПРИВЛЕКАТЕЛНОСТ (MAS): NETFLIX, TRENDYOL И TEMU
Докторант Невин Ангелова..... 573

СТЕЙБЪЛКОЙНИТЕ В ТРАНСГРАНИЧНИТЕ РАЗПЛАЩАНИЯ: ПАЗАРНА КОНЦЕНТРАЦИЯ И РЕГУЛАТОРНИ ЕФЕКТИ ОТ MICA
Докторант Пенко Ангелов Бяливанов..... 580

ДЕТЕРМИНАНТИ НА КОРПОРАТИВНАТА СОЦИАЛНА ОТГОВОРНОСТ В МЕЖДУНАРОДНИ КОМПАНИИ ЗА БИЗНЕС УСЛУГИ
Докторант Петьо Божинов..... 588

КОНЦЕПТУАЛНА РАМКА НА ВНЕДРЯВАНЕТО НА ЗЕЛЕНИ ТЕХНОЛОГИИ В ПУБЛИЧНИЯ СЕКТОР
Докторант Радослав Асенов..... 596

УПРАВЛЕНСКИ ПРЕДИЗВИКАТЕЛСТВА ПРЕД ПУБЛИЧНИЯ СЕКТОР В УСЛОВИЯТА НА ДИГИТАЛНА ТРАНСФОРМАЦИЯ И ОТВОРЕНИ ИНОВАЦИИ
Докторант Сание Иса..... 604

TRANSFORMATIONAL LEADERSHIP AND AFFECTIVE ORGANIZATIONAL COMMITMENT: A FOCUSED NARRATIVE REVIEW
PhD student Slagjana Cvetkovska Mousa..... 611

ПРЕОДОЛЯВАНЕ НА ПРОПАСТТА В ЕКОЛОГИЧНИЯ ИНТЕГРИТЕТ: СРАВНИТЕЛЕН АНАЛИЗ НА РЕГУЛАТОРНАТА СТРОГОСТ НА СИСТЕМАТА ЗА ТЪРГОВИЯ С ЕМИСИИ НА ЕВРОПЕЙСКИЯ СЪЮЗ И ДОБРОВОЛНИТЕ ВЪГЛЕРОДНИ ПАЗАРИ
Докторант Стефани Георгиева, Докторант, Антони Георгиев..... 618

ВНЕДРЯВАНЕ НА ГЕНЕРАТИВЕН ИЗКУСТВЕН ИНТЕЛЕКТ И ИНТЕЛИГЕНТНИ АГЕНТИ В БИЗНЕС АНАЛИЗА: ТЕХНИЧЕСКИ ИЛИ ОРГАНИЗАЦИОНЕН ПРОБЛЕМ
Докторант Таньо Георгиев Георгиев..... 626

РЕШЕНИЯ ЗА ИНТЕЛИГЕНТНА МОБИЛНОСТ В СМАРТ ГРАДОВЕТЕ В БЪЛГАРИЯ
Докторант инж. Тихомир Панов..... 634

ГЕОГРАФСКА ЕКСПАНЗИЯ ЧРЕЗ МРЕЖОВИ СТРАТЕГИИ В СЕЛСКОСТОПАНСКАТА ТЪРГОВИЯ
Докторант Тотю Иванов..... 639

ПРИЛАГАНЕ НА АРХИТЕКТУРИ, УПРАВЛЯВАНИ ОТ СЪБИТИЯ, И МИКРОСЪРВИСИ ЗА ИНТЕЛИГЕНТНА АВТОМАТИЗАЦИЯ В ИНДУСТРИЯ 5.0
Докторант Яница Димитрова..... 643

ГЕНЕРАТИВНИЯТ ИЗКУСТВЕН ИНТЕЛЕКТ КАТО КАТАЛИЗАТОР НА ПЛАТФОРМЕНАТА ИНТЕРНАЦИОНАЛИЗАЦИЯ НА МАЛКИТЕ И СРЕДНИ ПРЕДПРИЯТИЯ
Докторант Юксела Шефкетева Брахимбашева..... 648

УЧИЛИЩЕТО КАТО СПЕЦИФИЧНА СРЕДА ЗА УПРАВЛЕНИЕ НА ПРОЕКТНАТА ДЕЙНОСТ
Магистър Лора Николова 656

PSYCHOLOGICAL METHODS FOR MARKETING INFLUENCE ON CONSUMER BEHAVIOR
Anna Grigorova, student 663

DIGITAL TRANSFORMATION AND CUSTOMER RELATIONSHIP MANAGEMENT IN SMES: A COMPARATIVE STUDY OF ROMANIA AND BULGARIA
Student Elena Deatcu – Gavril, Student Adriana – Daniela Urucu, Student Diana – Marina Vasile, Student Angelo – Patrick – Cosmin Baicu..... 670

СЪВРЕМЕННОТО ПРЕДПРИЯТИЕ В УСЛОВИЯ НА ГЛОБАЛИЗАЦИЯ И ДИГИТАЛИЗАЦИЯ
Студент Милена Христова 679

MANAGERIAL STRATEGIES FOR MOTIVATING THE EMPLOYEES FROM ROMANIAN PUBLIC INSTITUTIONS

Assistant Professor, Ph.D, Miruna Angela Mutu[1]
Senior Lecturer, Ph.D, Andreea Anamaria Panagoret[2]
Senior Lecturer, Ph.D, Dragos Mihai Panagoret[3]
Lecturer, Ph.D, Sorina Cernat[4]

Abstract: *In public institutions, the performance of employees should be much more carefully monitored and managed than in the private sector, as their role is to provide a good quality public service to all categories of taxpayers. The present study targets the level of motivation of employees in a public institution, namely the General Directorate for Anti-tax Fraud (DGAF) together with the Regional Directorate for Anti-tax Fraud (DRAF), and aims to identify what motivates the staff, focusing in particular on the changes imposed by the pandemic on the way they work and their expectations. The socio-quantitative survey method was used, based on a questionnaire applied among the employees of the chosen unit. The sample consisted of 296 respondents, civil servants working within DGAF and DRAF. As a result, based on the responses received, it was found that employees at DGAF/DRAF demonstrate motivation at work, but there is a significant correlation between the managerial strategies used (constant feedback, participation in setting the institution's goals, working from home, brainstorming, etc. vs. no appreciation and involvement) and the level of staff's motivation.*

Keywords: *human resources management, motivation strategies, public institutions, DGAF/DRAF.*

JEL: H83, M54, J24, J28

1. Introduction

Throughout the ages, identifying the reasons behind people's actions has been a topic touched upon by many researchers in an attempt to answer the question: what motivates people? Thus, theories have been devised and definitions of motivation have been enunciated by scientists, all in order to understand human behaviour in the attempt to control and direct habits and reactions.

Employee motivation is a topical issue, a subject that is constantly changing according to the evolution of society, as well as according to the development and change of people's habits. Thus, although it is a theme that has received attention

[1] miruna.mutu@valahia.ro, 'Valahia' University of Targoviste, Faculty of Sciences and Engineering Alexandria
[2] andreea.panagoret@valahia.ro, 'Valahia' University of Targoviste, Faculty of Sciences and Engineering Alexandria
[3] dragos.panagoret@valahia.ro, 'Valahia' University of Targoviste, Faculty of Sciences and Engineering Alexandria
[4] sorina.cernat@valahia.ro, 'Valahia' University of Targoviste, Faculty of Sciences and Engineering Alexandria

and has been intensively addressed over time, the researcher's challenge is to apply the most suitable techniques and methods to identify new levers in staff motivating, adapted to the ever-changing influences on people.

The high morale of an employee, a positive attitude in employment relationships – is the main result of the satisfaction of desires, through the workplace or as a result. One need that can be met through the workplace is to acknowledge the importance of the role and contribution in an organization (job satisfaction), and another need that is met, this time as a result of the job, is financial stability.

High morale determines the employee to quasi-total dedication and loyalty to the organization, to which is added the desire to work as well as possible. Low morale can lead to disinterest in work, absenteeism, low productivity and, as a result, employees choose to leave the institution in search of other jobs, hoping to find more satisfaction through motivation.

In a narrow sense, the motivation consists in correlating the needs, aspirations and interests of the employees within the organization with the achievement of the objectives and the exercise of the tasks, competencies and responsibilities assigned within the organization, in order to achieve both personal and professionnal performances. In the context of human resource management, motivation can be defined as an internal, individual, introspective process that energizes, orients and supports a certain behaviour.

2. Motivation of human resources

2.1. The concept of motivation

From the perspective of work psychology, motivation is defined as the sum of internal and external energies that initiate, direct and sustain an effort oriented towards an objective of the organization, which will simultaneously satisfy individual needs (Robbins, 1998). Three key elements emerge from this definition are: effort, organizational goals and needs (Harti and Cojocaru, 2014).

Effort is a quantitative measure of intensity. Thus, a highly motivated employee performs a sustained activity at work. However, not every intense effort leads to work performance. The employee must channel these efforts in order to fulfil the organizational objectives, these forming the qualitative component of the effort, which gives value to the effort made (Androniceanu, Sabie and Pegulescu, 2020). The closer the personal goals are to the organizational ones, the more the effort will contribute to the expected results of the organization, as the non-alignment of these objectives will result in poor performance at work, especially in the public sector (Mansaray, 2019; Varzari, 2021).

Motivation must also be analysed as a process of satisfying needs. Necessity is an internal state of necessity that makes certain goals attractive. As long as it is unsatisfied, it creates an internal tension that stimulates the individual, training him in a behaviour that seeks to satisfy the need and reduce stress (Zlate, 1981).

In order for an individual to be motivated at work, he must have the certainty that performing a certain activity will also satisfy his own needs (Azhar, 2024).

In general, the term motivation refers to the internal state of necessity of the body that orients and directs the behaviour in the direction of satisfaction and, therefore, its removal. The key to motivation is that it drives and triggers action. At the same time, it not only stimulates, energizes the body, but directs it towards a certain way of satisfaction, towards certain objects capable of satisfying it (Plesa, 2019).

'Motivation is defined as the totality of internal and external driving forces that make the individual carry out an activity that determines the limits and forms of the activity and that give this activity an orientation towards achieving certain objectives' (Duica, 2008).

Motivation is a term that exists in dozens of forms. In the specialized literature, international and local, we find the following definitions:

a) '…inner state that energizes, activates or sets in motion an individual, channelling and directing his behaviour in the direction of a goal' (Stanciu et al., 2003);

b) '…a process by which people choose from several possible variants of behaviour, to achieve their personal goals' (Cole, 2000);

c) '…the sum of internal and external energies that initiate and direct behaviour towards a goal that, once achieved, will determine the satisfaction of a need' (Mathis, Nica and Costache, 1998);

d) '…a hypothetical construction used to describe the internal and external forces that give induction, direction, intensity and persistence of behaviour' (Anderfuhren-Biget et al., 2010);

e) '…the general term that encompasses all the processes in which the central element is the realization of a defined conduct. Motivation exists only if there is an interaction between individual values and a real situation that allows an individual to apply these values' (Hondeghem and Vandenabeele, 2005).

Based on the definition of motivation, an attempt was made to define the term 'motivation at work', with many authors using the following definitions:

a) "…work motivation refers to how much a person tries to work hard and well' – that is, to the intensity, direction and persistence of work effort' (Rainey, 2001);

b) '…a set of energetic forces to initiate work-related behaviour and determine its shape, direction, intensity and duration' (Rainey, 2001);

c) '…at a broader level, motivation at work is a psychological process that influences how personal effort and resources are allocated to work-related actions, including the direction, intensity and persistence of these actions' (Kanfer, Chen and Pritchard, 2008).

In a nutshell, motivation can be defined as the fundamental engine of employees' actions, a factor that guides their behaviour and daily life. Every action is based on a set of stimuli that energize, activate, and sustain behaviour.

2.2. The factors of motivation

An individual's motivation for work is determined by a number of motivational factors (Azhar, 2024):

→ intrinsic (individual);

→ extrinsic (organizational).

In the general model of motivation presented in Figure 1 it can be observed how the combination of these factors will determine an individual motivated behaviour (or not) in order to obtain the expected performances.

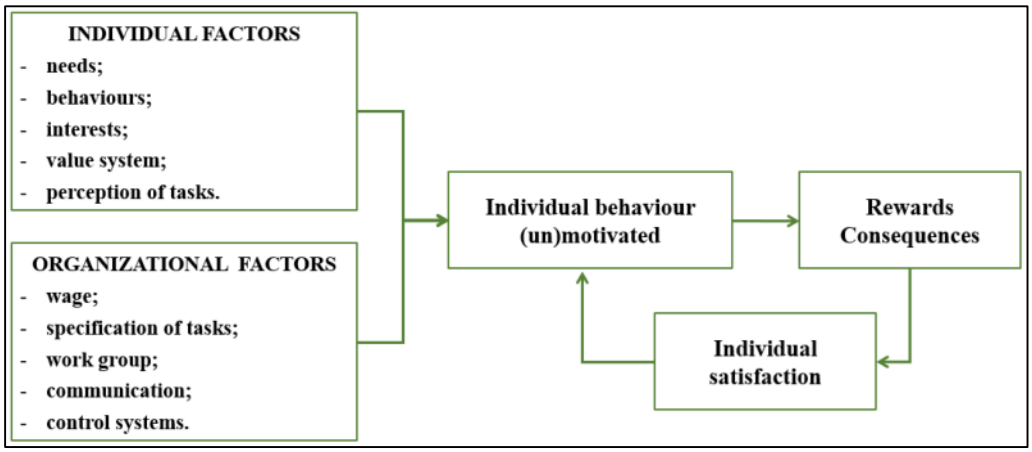


Figure 1: The general model of motivation
Source: Rotaru and Prodan, 1998

Figure 1 shows another important aspect of motivation, namely the managerial connotation of this process. Motivation is one of the most important responsibilities of managers, who must find the best ways to make their subordinates perform at work. An important thing in the organizational environment – often insufficiently emphasized – is that the employee alone is able to motivate himself because the motivational processes are triggered and coordinated from within the human being. The role of the manager is to identify and specify how the achievement of the organization's objectives ensures the satisfaction of the employees' own needs.

In other words, the factors that trigger, energize and impel the person in activity are defined as motivational. Motivation is influenced by three categories of such factors (Baiesu and Bogus, 2022):

1) needs – through their side of energization, impulse;

2) trends – emotional relationships and attitudes towards various aspects of the environment and towards oneself;

3) immediate or imaginary objects and circumstances that are acquired according to purpose.

2.3. Types of motivation

The motivational optimum has been a constant concern of specialists in the management of organizations, being appreciated as that dominance and intensity of various forms of motivation that allow to achieve high performance or at least the proposed goals (Cristescu, Stanila and Andreica, 2013; Ferraz, 2025).

The managerial approaches in this field have been distinct over time, taking into account the three recognized organizational models (Fayzieva, 2022):

1) the traditional model,
2) the human relations model,
3) the human resources model.

At present, national organizations practice all three approaches simultaneously, although a prior diagnosis of motivational factors isn't always made in order to see which of the motivational strategies is the most appropriate and effective in the concrete situations that organizations present (Bogus, 2010). Also, it mustn't be neglected the fact that the changes from a social and economic point of view, but also from a cultural point of view can widen the individual capacities and determine the genesis of new reasons, because the learning capacity is preserved in the conditions of a dynamic environment (Rusu and Avasilicai, 2013).

In the classification of the different types of motivations, the difficulty of choosing the criterion that could be used appears from the very beginning. Starting from the main categories of stimuli involved in professional life, the following essential stimuli have been identified:

1) monetary, financial, economic stimuli – economic motivation, in which we find: salary, participation in benefits or prizes;
2) work, professional activity – professional motivation, which may include: work itself, physical working conditions, purpose of work;
3) the interaction between the members of the work group, the purpose of the group, the structure of the group, the size of the group – psychosocial motivation.

Experts in human psychology distinguish several forms of motivation:

a) positive and negative motivation,
b) intrinsic and extrinsic motivation,
c) cognitive motivation,
d) affective-psychosocial motivation,
e) economic motivation,
f) spiritual moral motivation.

Everyday life confirms that employees' motivation is often blocked by control actions, rules and regulations, generally by the policy of the organization to which they belong. At present, motivating employees at the highest level is necessary to be a major concern for managers. Many of them, unfortunately, don't realize that outstanding performance requires a certain degree of autonomy and freedom of decision, in the absence of which employees only comply with the rules of the organization, without the existence of a strong motivation.

The types of motivation described above can be grouped as follows:

a) professional – self-reporting to the work situation;

b) positive – salary increases, bonuses, shares of profit, thanks, praises, ceremonies, awarding titles, promotions;

c) negative – salary reductions, fines, demotions, verbal threats, reprimands;

d) intrinsic – the determination of the employee to get involved, to make an effort and to obtain results within the company, because from these processes he obtains satisfactions related to his personality;

e) extrinsic – the determination of the employee to get involved, to make an effort and to obtain results in the company because these will generate from the organization certain formal and informal, economic and moral-spiritual reactions that will produce satisfactions;

f) cognitive – takes into account the intellectual side / dimension of the employee, focusing on satisfying the individual needs to be informed, to know, operate and 'control' the environment in which they carry out their activity;

g) economic – salaries, bonuses, bonuses, salary penalties, financial imputations in case of errors;

h) psychosocial-affective – the employee to feel good at work and in the company, to be appreciated and sympathized by colleagues, managers, subordinates, to show sympathy and consideration for him.

3. Methodology and methods

The research is focused on the level of motivation of employees in a public institution and aims to identify what motivates employees in a public institution at the national level, focusing especially on the changes imposed by the Covid-19 pandemic on the way they work and to what extent they motivate them.

The institution is DGAF (General Directorate for Anti-tax Fraud, at nationnal and central level) with the regional agencies, the DRAFs (Regional Directorate for Anti-tax Fraud – the name after the DRAF is of a city from Romania, since there is a subsidiary in each county).

The data collection method is the survey, through the questionnaire, respectively the quantitative sociological survey, based on a questionnaire applied among the employees of the chosen unit. Within one year time (June 2020 – June 2021), the questionnaire was sent via email, being created in Google Forms format.

In the end, the sample was represented by a number of 296 respondents, civil servants working within the chosen institution. The degree of motivation of these employees has never been evaluated, although the institution was established in 2013 and other studies regarding its activity were performed (Aivaz, Munteanu and Chiriac, 2022). At the same time, giving the new crisis, details regarding the work from home in Romania and within the concerned institution are highlighted.

So, the empirical research was built on two main pillars: employees' motivation and flexibility in work. One of the original elements of the research aims at analysing the motivation of the Romanian public employee from the perspective of the changes brought by the COVID-19 pandemic, which started in March 2020.

The following questions were born:

1) Are the employees motivated?
2) Is the public sector (by DGAF/DRAF), a motivating work environment?
3) Is the personal contribution from the knowledge baggage held, important in creating a motivating climate among the civil servants?
4) Did the changes in the work schedule generated by the pandemic context influenced the perception of the work?
5) Is there a clear possibility to improve the level of motivation?

In the interpretation of the results, the appropriate contingency tables were used. In the framework of the research, a mixture of quantitative statistical methods was carried out, namely frequency tables for any type of indicator. No graphical representations were included, since the analysis were performed using the data in tables and some of them having too many variables.

4. Results

4.1. Questions about the level of motivation, generated by several indicators

Table 1 shows the descriptive analysis of items, explaining frequency and percentage of responses for the motivation generated by wage. The table highlights that 29.1% respondents showed total agreement regarding the perception that the wages they earn meet their needs and motivate them. 43.9% respondents showed partial agreement and 12.5% respondents showed neutral response. However, 10.8% respondents showed partial disagreement whereas 3.7% respondents showed total disagreement regarding the statement. Thus, the results showed that majority of the respondents had positive perception regarding the statement that the wage they earn meet their needs and motivate them.

Table 1: Responses obtained for the wage motivation parameter

Employees opinion	Frequency	Percentage
Total Disagreement	11	3.7
Partial Disagreement	32	10.8
Neither Agree nor Disagree	37	12.5
Partial Agreement	130	43.9
Total Agreement	86	29.1
Total	296	100%

Source: original data, obtained by the authors

Similar, data from Table 2 explain frequency and percentage of responses for the motivation generated by managers' attitude. The table highlights that 19.6% of the respondents showed total agreement regarding the perception that

friendly management at workplace tend to meet their needs and motivate them. 22.6% respondents showed partial agreement, while 32.1% showed neutral response. However, only 12.8% of the respondents had partial disagreement and another 12.8% total disagreement regarding the statement. Giving the positive perception of the employees regarding the importance of a friendly and effective management, the recommendation to be trained to do so is imperative for the future.

Table 2: Responses obtained for the friendly management motivation parameter

Employees opinion	Frequency	Percentage
Total Disagreement	38	12.8
Partial Disagreement	38	12.8
Neither Agree nor Disagree	95	32.2
Partial Agreement	67	22.6
Total Agreement	58	19.6
Total	296	100%

Source: original data, obtained by the authors

Table 3 presents the answers for the professional recognition, highlighting that 24.3% respondents fully agree that professional recognition at workplace tend to meet their needs and motivate them. 21.3% respondents showed partial agreement and 28.7% respondents showed neutral response. In this case, 14.9%, respectively 10.8% of the respondents showed partial and total disagreement regarding the statement. Thus, the results showed that majority of the respondents are confirming the managerial decisions, as being important, in order to motivate them.

Table 3: Responses obtained for the professional recognition motivation parameter

Employees opinion	Frequency	Percentage
Total Disagreement	32	10.8
Partial Disagreement	44	14.9
Neither Agree nor Disagree	85	28.7
Partial Agreement	63	21.3
Total Agreement	72	24.3
Total	296	100%

Source: original data, obtained by the authors

Another indicator was analysed in Table 4, namely the feedback given by the superiors. Responses highlight that 25.7% of the employees showed total agreement and 25,5% a partial one regarding the perception that feedback from superiors at workplace tend to meet their needs and motivate them. 26.0% of the respondents showed neutral response, confirming that majority of the respondents had a positive perception regarding the feedback from superiors at workplace, as motivational, so the institution needs to pay attention to these requirements of their employees.

Table 4: Responses obtained for the feedback from superior motivation parameter

Employees opinion	Frequency	Percentage
Total Disagreement	23	7.8
Partial Disagreement	45	15.2
Neither Agree nor Disagree	77	26.0
Partial Agreement	75	25.3
Total Agreement	76	25.7
Total	296	100%

Source: original data, obtained by the authors

In Table 5 are presented the answers for another motivation indicator – opportunities for promotion. From all the respondents, 20.6% showed total agreement regarding the perception that opportunities for promotion at workplace tend to meet their needs and motivate them. Another 29.7% respondents showed partial agreement and 16.2% respondents showed neutral response. However, in this case, the results showed that more than 33% of the employees are in the negative area, not being motivated by the possibility to be promoted, from several reasons.

Table 5: Responses obtained for the promotion opportunities motivation parameter

Employees opinion	Frequency	Percentage
Total Disagreement	34	11.5
Partial Disagreement	65	22.0
Neither Agree nor Disagree	48	16.2
Partial Agreement	88	29.7
Total Agreement	61	20.6
Total	296	100%

Source: original data, obtained by the authors

The last question included in this first category generated the simplest analyses, since more than 87% of the employees confirmed that if they are motivated in their work, they are going to put more effort, in order to obtain good evaluations and rewards. In Table 6 there is the descriptive analysis of items explaining frequency and percentage of the responses, noticing that only one person was in partial disagreement, while none is fully convinced that the motivation techniques can't change anything in their perception towards the work process.

Table 6: Responses obtained for the question 'If you are motivated in your work (good evaluation, rewards), will you put more effort in your daily activity?'

Employees opinion	Frequency	Percentage
Total Disagreement	-	-
Partial Disagreement	1	0.3
Neither Agree nor Disagree	36	12.2
Partial Agreement	59	19.9
Total Agreement	200	67.6
Total	296	100%

Source: original data, obtained by the authors

4.2. Questions about the level of motivation, generated by Covid-19 pandemic

Table 7 shows the descriptive analysis of items explaining frequency and percentage of the responses regarding the working from home (remote), as a motivational parameter. Responses highlights that 21.3% of the employees showed total and 18.2% partial agreement regarding the perception that the remote system motivates them. On the other hand, 29.1% respondents showed neutral response, meaning that are impartial regarding this aspect, while 31,4% of the respondents consider it like a negative situation, feeling that they aren't motivated by this new situation, imposed by the global pandemic.

Table 7: Responses obtained for the remote activity motivation parameter

Employees opinion	Frequency	Percentage
Total Disagreement	60	20.3
Partial Disagreement	33	11.1
Neither Agree nor Disagree	86	29.1
Partial Agreement	54	18.2
Total Agreement	63	21.3
Total	296	100%

Source: original data, obtained by the authors

Considering some measures that would help to increase the overall level of employees' motivation, the opinion regarding the flexible schedule was asked. In Table 8 are the collected answers – 44.6% of the respondents showed total agreement regarding the perception that flexible schedule would help to increase the overall level of motivation. Another 34.1% respondents showed partial agreement and 19.6% respondents showed neutral response. To be noticed that even the employees that considered the work from home as a negative aspect, appreciated the flexibility of their new program. Thus, the results showed that majority of respondents had agreement regarding the statement that flexible schedule would help to increase the overall level of motivation.

Table 8: Responses obtained for the flexible schedule in the remote activity, as a motivation parameter in the given situation

Employees opinion	Frequency	Percentage
Total Disagreement	-	-
Partial Disagreement	5	1.7
Neither Agree nor Disagree	58	19.6
Partial Agreement	101	34.1
Total Agreement	132	44.6
Total	296	100%

Source: original data, obtained by the authors

The last question included in this analysis emphasize the idea of the entire analysis, namely that the employees made all the necessary efforts in order to

perform well at their job no matter in what conditions. Also, they were motivated to do so by the managerial support and by the decisions they took in the right moments, in order to motivate, to stimulate the people to accommodate themselves at the new style of work.

Nevertheless, from the answers presented in Table 9, it can be concluded that the Covid-19 pandemic influenced more than 90% of the employees, one way or another. Probably it affected each individual, even without knowing it or, being subjective, without being able to admit this. The table highlights that 61.8% respondents showed total agreement regarding the perception that they have been affected by the changes caused by the pandemic. In addition, 25.7% respondents showed partial agreement and 5.7% respondents showed neutral response. Only 6,7% of the employees consider that pandemic brought no changes in their lives.

Table 9: Responses obtained for the question 'Have you been affected at a professional and/or personal level by the changes caused by the pandemic in your activity?' – parameter for motivation

Employees opinion	Frequency	Percentage
Total Disagreement	9	3.0
Partial Disagreement	11	3.7
Neither Agree nor Disagree	17	5.7
Partial Agreement	76	25.7
Total Agreement	183	61.8
Total	296	100%

Source: original data, obtained by the authors

5. Conclusion

The general objective of the research is represented by the identification of the level of motivation in the work of civil servants and highlighting the need for a promotion system based on performance and emphasizing the possession of the necessary managerial knowledge in the field of motivation by the staff with management positions. Also, the evaluation of the perception of the inspectors within the institution regarding the changes imposed by the pandemic, constituted both an element of novelty and an objective of the research to be achieved.

In the framework of the research, a mixture of quantitative statistical methods was carried out. The findings of the study highlighted the motivation level of employees based on their job evaluation and possibility of promotion. The results of the study contain the necessary recommendations for public authorities in the formation of personnel management policies in the public sector, as well as for other researchers in this field. Thus, the findings of the study recommended the implementation of several practices to increase job satisfaction and motivation among public sector employees, namely feedbacks from the management, promotion on merits, public recognition, good wages and bonuses and others.

It was also found that the implementation of working from home for the first time in this public sector was successful. Although the implementation was

accelerated by the outbreak of the COVID-19 pandemic and had an expedited and sudden pace, the civil servants who were targeted by this research, had a positive perception towards the way of implementation and had an increased level of motivation. Of course, the perception was also influenced by the fear of contamination and the need for sanitary safety, but the performance of the activity proceeded normally, the job duties were fulfilled, and the level of motivation of the officials didn't decrease.

People from management must be aware of best practices to maintain healthy employee relations and create a friendly atmosphere that not only encourages cooperation among employees, but also enhances professional growth and development opportunities. Therefore, there is an urgent and constant need to organize human resource management courses and vocational training courses in order for workers to learn to give feedback effectively and at the same time assertively, to know and to exploit soft skills of employees and learn to use intrinsic motivation techniques. Moreover, studies on the level of motivation can also be carried out within other public institutions, with a different human resource profile and a different field of activity.

This study has several limitations as the researchers faced many challenges while conducting the research. In many cases, employees hesitate to give opinions regarding their job performance and motivation, that's why only 296 responses were collected, an insufficient data collection for analysing such a national institution.

Moreover, the respondents behave artificially while giving remarks and views regarding their level of motivation and job performance during the changing system of COVID-19. In the end, the entire research was a quantitative, and not a qualitative one, based only on the interpretation of the number of responses for each question.

References

Aivaz, K.-A., Munteanu, I. F., & Chiriac, A. (2022). An exploratory analysis of the dynamics of the activity of the Fiscal Anti-fraud Directorate General in the 2014-2020 period at the level of Romania. Technium Social Sciences Journal, 30, 337–347.

Anderfuhren-Biget, S., Varone, F., Giauque, D., & Ritz, A. (2010). Motivating employees of the public sector: Does public service motivation matter? International Public Management Journal, 13(3), 213–246. (Notă: Anul lipsea din textul inițial, dar articolul a fost publicat în 2010).

Androniceanu, A., Sabie, O. M., & Pegulescu, A. (2020). An integrated approach of the human resources motivation and the quality of health services. Theoretical and Empirical Researches in Urban Management, 15(1), 42–53.

Azhar, N. M. (2024). Motivation and rewards in human resources management: Designing effective employee motivation programs. International Journal of Academic Management Science Research, 8(10), 197–203.

Baiesu, M., & Bogus, A. (2022). Efficiency of methods and techniques to motivate civil servants. Instruirea funcționarilor publici: strategii și tehnologii noi, (1), 105–110.

Bogus, A. (2010). Motivarea funcționarilor publici întru creșterea eficienței activității lor. Analele ASEM, Ediția a VIII-a, 65–72.
Cole, G. (2000). Managementul personalului. Editura Ceres.
Cristescu, A., Stănilă, L., & Andreica, M. E. (2013). Motivarea funcționarilor publici din România în contextul crizei economice. Economie teoretică și aplicată, 20(10), 45–60.
Duică, A. (2008). Management. Editura Bibliotheca.
Fayzieva, M. K. (2022). The importance of the application of human resources management in the management of public sector. Fan, Ta'Lim va Amaliyot Integratsiyasi, 3(2), 50–58.
Ferraz, D. (2025). From theory to practice: Enhancing public administration leaders' capacities through collaborative training programs. Transylvanian Review of Administrative Sciences, 75E, 5–16.
Harti, N., & Cojocaru, S. (2014). Eficientizarea metodelor de motivare a funcționarilor publici. În Teoria și practica administrării publice (pp. 374–379).
Hondeghem, A., & Vandenabeele, W. (2005). Valeurs et motivations dans le service public. Revue française d'administration publique, (115), 463–480.
Kanfer, R., Chen, G., & Pritchard, R. (2008). The three C's of work motivation: Content, context and change. În R. Kanfer, G. Chen, & R. Pritchard (Eds.), Work motivation. Past, present and future (pp. 1–16). Routledge.
Mansaray, E. M. (2019). Factor that would argue in favour and against the introduction of HRM in the public sector: A retrospective study. International Journal of Human Resource Studies, 9(4), 320–335.
Mathis, R., Nica, P., & Costache, R. (1998). Managementul resurselor umane. Editura Economică.
Pleșa, R. (2019). Relationship between motivation, satisfaction and performance in work. Annals of the University of Petroșani, Economics, 19(2), 117–124.
Rainey, H. G. (2019). Work motivation. În R. T. Golembiewski (Ed.), Handbook of organizational behavior (2nd ed., pp. 19–42). Routledge.
Robbins, S. P. (1998). Organizational behavior. Concept, controversies, applications. Prentice-Hall.
Rotaru, A., & Prodan, A. (1998). Managementul resurselor umane. Editura Sedcom Libris.
Rusu, G., & Avasilicăi, S. (2013). Human resources motivation: An organizational performance perspective. Annals of the Oradea University – Fascicle of Management and Technological Engineering, (1), 331–334.
Stanciu, S., Ionescu, M., Leovariadis, C., & Stănescu, D. (2003). Managementul resurselor umane. Editura Comunicare.ro.
Varzari, A. (2021). Impactul evaluării performanțelor funcționarilor publici asupra procesului de administrare în Republica Moldova (Teză de doctorat). Academia de Administrare Publică, Chișinău.
Zlate, M. (1981). Psihologia muncii – relații interumane. Editura Didactică și Pedagogică..