

**PERFORMANCE APPRAISAL OF CIVIL
SERVANTS. SUSTAINABILITY AND
DEVELOPMENT**

Abstract

Evaluation of staff performance management is one of the activities that organizational objectives are achieved. Evaluation activity is a complex process with profound implications for organizational and personal objectives. Creating resorts for the full manifestation of skills, knowledge institutional officials, practicing a system of performance evaluation demonstrates its utility by reporting benefits for organization and its people. This paper proposes analysis of tools usability and evaluation methods of civil servants in some public institutions from North East Region in order to identify the level of professional performance. The study is useful because many theorists' opinions expressed on professionalism degree of civil servants, how they fail to fulfill the job responsibilities assigned by contributing to the achievement of this fundamental mission of serving the public interest.

Keywords: performance, civil servants, evaluation, professionalism

JEL CODES: M12, M53, H83

**EVALUAREA
PERFORMANTELOR
PROFESIONALE ALE
FUNCȚIONARILOR
PUBLICI.
SUSTENABILITATE ȘI
DEZVOLTARE**

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Rezumat

Evaluarea managementului performanței personalului este una dintre activitățile prin intermediul cărora sunt realizate obiectivele organizaționale. Activitatea de evaluare este un proces complex, cu implicații profunde pentru obiectivele organizaționale și personale. Crearea unui cadru pentru manifestarea deplină a competențelor și cunoștințelor de specialitate ale funcționarilor, prin practicarea unui sistem de evaluare a performanței demonstrează utilitatea și beneficiile pentru organizație și oamenii săi. Lucrarea propune o analiză a instrumentelor utilizare și a metodelor de evaluare a funcționarilor publici în unele instituții publice din Regiunea de Nord-Est, în scopul de a identifica nivelul de performanță profesională. Studiul este util pentru că în opiniile multor teoreticieni este analizat gradul de profesionalism al funcționarilor publici, modul în care aceștia nu reușesc întotdeauna să îndeplinească responsabilitățile atribuite sau să contribuie la realizarea misiunii fundamentale de a servi interesului public.

Cuvinte cheie: performanță, funcționar public, evaluare, profesionalism



Proceedings of the 10th Administration and Public Management International Conference
"Economic Sociology, Human Resource Management and Organizational Dynamics"

1.INTRODUCTION

Performance evaluation is the primary concern of human resource management performed in order to find out the extent to which employees of an organization successfully meet their specific duties and responsibilities of job they hold. Evaluation is considered to be a necessary task to develop a specialized tool for managing human factor. The concept of performance evaluation, which bears the name of assessing results or employee appreciation, experienced over time a number of definitions issued by specialists, each complementing or adding new meanings more diversified and complex process. As is shown in literature, public organisations are required to address a range of goals, some of which may be in conflict (Boyne et al., 2005) and one of the most important is to deliver the best goods and services to the citizens which means that the authorities must be oriented to performance management and the multiple dimensions.

In a broad sense, performance evaluation is an action or a specific type of cognitive activity through which an evaluator considers a person or estimated performance against the standards set, as well as mental representation, its own system of values or his own conception of the performance achieved (Manolescu et al., 2007). Evaluation can be defined as an operation of the regular work of collaborators .a balance to discuss with them the progress and the necessary measures to be taken in the future. Definition adds the notion of evaluation a number of additional elements such as: is a process that is done in writing and repeated with a certain periodicity, representing a commitment to employee being evaluated, but also for the carrying out the assessment; is a review of the work, its performance being made in relation to the standards imposed by the hierarchical chief; allows an estimate of future opportunities to evolve; discussions involving personal evaluation enabling the exchange of views between assessed and evaluated to openly discuss on the matters set out in the evaluation form. Evaluation activity takes the form of standardized procedures aimed at obtaining information in a managerial hierarchy system in relation to the professional conduct of employees. It features some of the work off as follows: the valuation methods used are related to the organization's policy regarding its way of doing business, to operate and to guide their employees; assessment methods are carried out according to certain standards, to try to avoid negative consequences caused by the evaluators, using written documents or audio-visual; use reliable information that is accurate assessments; the collection of information and achievement of performance evaluation is directly related to the management hierarchy; professional behavior plays an important role in the evaluation process and therefore should not be influenced by emotional ties established between assessed and evaluated. Many employees understand the concept of having a negative evaluation since the focus is on their performance

evaluation which welcomes often possible problems or errors. For this reason it is necessary that the evaluation process detail the importance of this activity: investment in human resources; development and planning; performance improvement and development. The local authorities have the mission to create systems and networks of labour at European level, which encouraged them to be expansionist, entrepreneurial and truly international (Popescu, 2011).

The performance measurement is defined as an action, a process of cognitive activity in which a person's performance is related to a certain predetermined standard, as well as mental representation, its own system of values or with his own conception ordinary performance (Stanciu et al., 2003). Performance evaluation within an organization is an important aspect of human resource management as assessment must be interpreted in terms of professional development and dynamism while professional development must be understood as an ongoing process and not "as a simple event" occurred in the life of the employee (Pânișoară and Pânișoară, 2005). The authors were concerned that over time the development of the concept of performance evaluation also identified the reasons why an organization should conduct this work, namely to identify the level of performance of each employee in order to find the elements that need to be improved. This provides the basis of a reward system based on individual performance to determine the measures to be taken in respect of employee training. Also, another reason is to draw attention to the performance of staff in order to establish a fair system of reward and also to identify potential employees for promotion.

The performance is a key requirement in a society increasingly fierce competition from day to day. Performance evaluation is a crucial component in the overall system management and human resources management system in particular. Performance appraisal is a necessary process on the one hand each institution, and on the other hand their employees that aims to enhance the professional skills and labor productivity growth. Professional performance analysis is the starting point in making decisions related to staff by identifying needs for implementation of programs and professional training courses (Bercu, 2013). Creating and implementing a system for evaluating employee performance means a change in mood which causes a significant change in management culture. The HR managers must assume the role of consultants that allocates attention and increased importance of the training and retraining of staff. The process of performance evaluation based on specific characteristics of the place where, of what is sought by making them and the methods used. Positive aspects of work performance evaluation of an institution, and the people are identified only if the evaluation is done fairly and equitably.

2. IMPLICATIONS OF THE EVALUATION PROCESS OF CIVIL SERVANTS

The main goal regarding the need to assess the activity of civil servants is the need to identify problems related to the institution in connection with work done and services provided to citizens and the recognition performance of the institution and performance results every civil servant in part is a close and direct relationship, the two can not be considered separately. Thus, by achieving a certain standard of work performance of employees, the institution concerned carries out its objectives. Following the evaluation of the performance of civil servants, the management authority shall have a some information which enable it to act to improve conditions and work processes, redistribution of tasks among employees who have certain capacities efficient implementation of duties, relocation resources related to priorities or establishment of training programs aimed at improving civil servants to perform new tasks or difficult.

Performance appraisal process are subject to all civil servants, including those who have a special status, if the evaluation / certification thereof is not regulated by other laws (Manolescu et al., 2007). The issue involves both the performance evaluation considerations practicalities of how it should be done, and how philosophical considerations about the rationale or reason to be performed.

Professional performance evaluation exercise on the official concerned a strong emotional and psychological impact as it is forced to relate both to itself and to the staff working in operating end result of the evaluation is the classification of the official concerned in a good times, both for him and for the organization, aiming at straightening highlighting weaknesses and strengths it sometimes happens that the employee under evaluation result to feel more like a penalty, although in reality this has a different meaning.

Performance evaluation is an important part of the performance management system performance management concept is a means by which results can be achieved by ensuring optimal individual and organizational performance and directing its objectives and standards within clearly defined beforehand. This means addressing performance management in a systematic framework of management by objectives. Performance management means linking objectives and needs assessment and ascent, with their continued performance and evaluation, as well as guidance counseling Performance Management covers all formal and informal methods and techniques adopted by the organization and its managers to increase efficiency and effectiveness of individual and organizational (Dodu and Tripon, 2000).

Performance appraisal is required for both the organization and the staff evaluated. On the one hand, by assessing public official is the extent to fulfill the duties of the position they occupy or how well the

institution's management believes that the employee rated respected within the organization objectives imposed on the other hand, the evaluation process allows management to have information on the results obtained by each official in part.

The performance of each individual is closely correlated with the performance group, subdivision and organizational performance, so the quantity and quality of individual results obtained influence the performance level of subdivision to which it belongs and hence the performance of the public official authority. Performance evaluation proves the need for a series of actions: managerial decisions of transfer, promotion, professional development; informing employees on how management understands the strengths and weaknesses; establishing individual and group contribution to the objectives of the public authority; remuneration decisions activity; identifying needs for the implementation of training programs at every public official subdivision and partly within the institution; providing feedback on a regular basis by both the evaluator and the civil servant assessed vis-a-vis the problems of organization performance. Individual performance of civil servants is closely related and have a direct influence on the performance of the institution as a whole, so these two processes can not be considered independent of each other. By achieving individual performance objectives are achieved strategic default public institution. Performance appraisal procedure aims to increase organizational performance through individual performance of civil servants, motivating them and encouraging them to improve their work results.

The purpose of performance evaluation is clear from the definition of this activity, namely to determine the performance of its duties according to an employee's position it occupies. Following the completion of the evaluation process detach skills, abilities, skills each employee. However, the main purpose by the public institution is the formation of a professional corps of civil servants to provide quality services to meet the needs and interests of citizens.

If civil servants' performance evaluation is done for providing financial rewards according to performance individually identified, they are granted according to criteria established by the National Agency of Civil Servants (NACS) criteria called performance criteria that classify degrees of within a particular category of functions annually in each public institution, department heads are required to complete performance evaluation sheets of subordinate employees in the last 12 months of work. As a result of analyzing the work done in the last year, the official public is denoted by one of ratings: exceptional, very good, good, satisfactory, unsatisfactory outcome of the assessment requires decisions to be taken, namely: maintaining the former position, promotion or demotion marks obtained by each

employee contributes to management's decision public institution when, for various reasons, it is necessary to reduce the number of existing posts.

There is a methodology for evaluating the performance of civil servants regulated by law (GD No. 611/2008) which establishes general follow for:

- ensure objectivity in the evaluation process by linking the goals set to be achieved and the extent of compliance in practice;
- ensure consistency between the work of civil servant and the requirements to be met for public office;
- establishment of a package of rewards that motivate civil servants whose work led to obtaining a good result from the application of the evaluation process in order to boost permanent increase performance at work;
- determining the training needs of employees to improve the quality work done by achieving objectives to be met.

In this regard, performance evaluation methodology includes a series of actions: annual determination by NACS performance criteria to be achieved by civil servants, the fulfillment of objectives against which performance evaluation is done each individual. Performance criteria are approved by Order of the Minister of Public Administration, until 15 December of the current year for the following year, as published in the Official Gazette of Romania, Part I. Performance evaluation procedure is performed by a permanent assessor to plug job civil servant.

Following the results, the evaluator determines future directions to be followed in taking measures to promote employee or dismissal.

3. RESEARCH METHODOLOGY

The research sought to identify tools and methods to achieve performance evaluation of civil servants in public institutions in the North-East and analyze the whole process of performance evaluation

The specific objectives are considered:

OS1: clear identification of the methods of carrying out performance evaluation in public institutions analyzed;

OS2: identification of civil servants satisfaction regarding how their performances are evaluated;

OS3: identifying the extent to which the results of the performance evaluation have effects on professional development

The hypotheses formulated based on general and specific objective are:

H1: In public institutions analyzed purely formal assessment methods are not suitable specificity of civil servants;

H2: Officials are not satisfied with the way in which the performance appraisal;

H3: civil evaluation results are applied to punish or promotion according to officials of the institutions analyzed.

The study is useful because many opinions expressed by theorists on the professionalism of civil servants, how they fail to fulfill the job responsibilities established by contributing to the achievement of this fundamental mission of serving the interest of public administration public. Applied research is conducted in public institutions in the North-East (the mayors of 4 cities and 7 villages), as are the institutions where citizens come to solve various problems, officials are the ones who should follow and to people perceive behind resolve civil offices as professionals if their problem is careful and timely resolved and, conversely, by showing unprofessionalism, if the result is negative or request their timely intervention. Applied research is based on a questionnaire survey method, in view of obtaining pertinent and relevant information about the perception of the performance appraisal of employees in the institutions analyzed questionnaire is a technique and, accordingly, an investigative tool consisting of a set of written questions and, possibly, images and graphics are applied directly or through self-determines the persons surveyed responses to be recorded in writing.

The questionnaire was applied by the process of self-management for public servants do not have to fill the place, the application giving them complete freedom of free time they have available. The questionnaire consists of 14 items had direct contact with officials of the institutions examined during normal working hours, participation is voluntary. Throughout administered questionnaire was applied rules of ethics and research ethics. Research sample was represented by 116 civil servants. Out of 116 civil servants, only 80 responded to the questionnaire, representing a rate of 68.96%.

4. DATA ANALYSIS AND INTERPRETATION

With the analysis of results from the survey can be seen whether the objectives have been met. Thus, the first objective pursued was to clearly identify the tools and methods to achieve performance within the institutions analyzed (Q 3). Responses revealed that the method of performance appraisal used at

the institution where the work is to evaluate the objectives, a common method that focuses on assessing performance in relation to the achievement of predetermined objectives; process requires permanent monitoring of the objectives of the senior. Based on the evaluation results will be set new goals. This confirms that the institution's employees are thoroughly familiar with how their performance evaluated 80% of respondents answered that the department in which they work no longer applies and other methods, while only 20% said they were evaluated and other methods.

The second objective of the research sought to identify the degree of satisfaction of public servants with regard to how they are assessed performance (Q 7, 8, 9, 10). By centralizing the responses received, it appears that the general attitude towards performance evaluation process applied within the institutions is one of dissatisfaction, most of the respondents were of the opinion that the annual assessments are made subjectively (58%). Also, employees do not trust the fairness of the evaluation process (53%) and do not think it reflects correctly the performance evaluation results (53%).

Through questionnaire was fulfilled and objective number 3, namely establishing the correlation between the results of performance evaluation and professional development of those effects evaluated. Because only a percentage of between 1% -25% have been promoted or demoted from his position after the performance evaluation process, the choice of respondents in this respect (20%), one can deduce that the promotion and relegation depend more than otherwise than solely the grade obtained for the achievements.

The investigation has gone from three assumptions, the first of which is that the institutions analyzed, methods and assessment tools are not adapted strictly formal and specific activity of public officials. The responses in the questionnaire come to refute this hypothesis, 85% of respondents believing that the valuation methods used within the institution correspond to their activities.

Another hypothesis from which we started was the idea that employees are dissatisfied with the way they performed their performance. This hypothesis is confirmed by the answers given by the respondents, most of them believe that there are objective assessments and the results do not reflect the real situation existing.

A third hypothesis implies that evaluation results are applied to promote or sanction civil servants is confirmed, supported by answers to questions 13 and 14 that 80% of sample, nobody was promoted or contrary, relegated, so that others are the criteria by which this is done.

5. CONCLUSIONS

The performance evaluation is one of the main activities of the Human Resources Department as the evaluation system has influence on other activities of human resource management: fairness in rewarding staff, determining training needs and professional development, professional development, employee motivation.

The authors were concerned that over time the development of the concept of performance evaluation also identified the reasons why an organization should conduct this work, namely to identify the level of performance of each employee in order to find the elements that need to be improved. This provides the basis of a reward system based on individual performance to determine the measures to be taken in respect of employee training.

Performance appraisal, subject to fairness in achieving it, is useful both for the institution as a whole and for each employee, as it facilitates identification of weaknesses, strengths and needs training.

Public institutions, by their nature, functions to provide services that the state is obliged to give them some citizens increasingly demanding. For this reason, setting clear goals to be achieved, and careful planning of human resources is of particular activities. Powers of employees and their performance is relevant elements guaranteeing the provision of quality services at the highest level. This confirms the influence professional performance on proper functioning of the organization. The main goal regarding the need to assess the activity of civil servants is the need to identify problems related to the institution in connection with work done and services provided to citizens and the recognition results.

Civil servants are assessed, whether they want it or not, every year to determine the state of preparedness that is. Since the performance evaluation proves useful only when applied and implemented correctly, it should be applied responsibly and competently, by competent people for people who tend constantly to perfect the work they perform. Periodic assessment of the accomplishment of the duties causing the employee to realize how important the quality of work in the institution and the results of the evaluation report and submit effort to focus the interest to eliminate anything that he would prevent to evolve professionally. Theoretical and practical training in public administration must be considered in the training of its action, starting from the multilateral and specialized work in public administration, determined character and differentiated professional training.

Through applied research proposed theoretical correlation on the form and application of the evaluation process of the real situation existing employees practiced in the public institutions in Romania in the North-East. From the results of research found that this process, although extremely important within

each institution irrespective of the nature of their business, not receiving due attention from those who are responsible for achieving them. Employees, in spite of being aware of the importance of the quality of their work, are dissatisfied with the approach by those in a position to assess the performance, accusing the lack of objectivity and fairness. Approaching the wrong attitude, it hinders the purpose for which it is necessary to assess the performance of civil servants, namely the formation of a professional corps of officials to provide quality public services. For this reason, it is recommended to increase the focus on the quality of work performed by a proper assessment by providing permanent feedback and motivate employees to achieve the desired results. Only through effective management of human resources and thus ensure the success of an organization 'professional growth of each individual.

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