

References

1. Population, Basic Demographic Indicators http://geostat.ge/index.php?action=page&p_id=151&lang=geo
2. Association Agenda Between the European Union and Georgia 2017-2020. p.11. <http://www.parliament.ge/uploads/other/78/78447.pdf>
3. *Kharaishvili E.* Farm Diversification and the Corresponding Policy for its Implementation in Georgia, No.9(5), 2015. pp. 1433-1435.
4. National Statistics Office of Georgia. Agriculture of Georgia, Statistical Publication, 2016, pp. 17-19.
5. *Erkomaishvili G., Kharaishvili E., Chavleishvili M., Sagareishvili N.* Economic Policy of Tourism and the Development Tendencies of Medical Wellness Resorts in Georgia. <https://www.researchgate.net/publication/309589703>
6. *Kharaishvili E.* Challenges for sustainable food security in Georgia <http://eprints.tsu.ge/334/1/E.%20Kharaishvili.%20Challenges%20for%20sustainable%20food%20security%20in%20Georgia.pdf>
7. Kharaishvili, E. Small Farm Diversification Opportunities in Viticulture-Winemaking Sector of Georgia. Vol:10, No:5(2016). pp. 1405-1407.
8. *Erkomaishvili G.*, Economic Policy Priorities for Development of Georgia. (2016), p.145.
9. Georgia and European model of village development <http://eugeorgia.info/ka/article/503/saqartvelo-da-soflis-ganvitarebis-evropuli-modeli/>
10. *Keshelashvili G.*, Characteristics of Management of Agricultural Cooperatives in Georgia, Proceedings of 32nd International Academic Conference, 27-30 June, Geneva, 2017, p.132-143.

Salome Sakvarelidze, PHD candidate.,
Ivane Javakhishvili Tbilisi State University
Faculty of Economics and Business
salisakvarelidze@gmail.com

WORKING ENVIRONMENT AND MOTIVATION ISSUES OF PUBLIC SERVICE EMPLOYEES IN GEORGIA

***Summary.** Nowadays the motivated employee is the essential condition for any organizations' success. Their individual motivation is influenced with various biological, intellectual, social and emotional factors. Based on this, Georgian public institution leaders need to take a series of expedient measures in order to create and provide effective and efficient system which*

has impact on employees' individual performance. Accordingly, proper assessment of processes and timely determination of individuals' driving motives are needed.

The main goal of the paper is to analyze the current environment of the public institutions in Georgia. Additionally, the research seeks to identify and examine the factors that influence employee demotivation.

Methodologically, the work is based on analyses of the available literature and the results of the research conducted in August-October, 2017. During the research the different Georgian ministries were selected by a random simple.

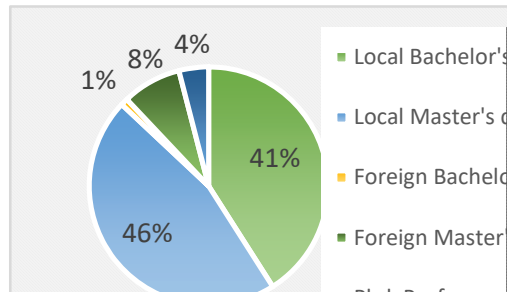
Keywords: *Motivation, Public Institutions, Public Sector Employee.*

Introduction. Nowadays the motivated employee is the essential condition for any organizations' success. Their individual motivation is influenced with various biological, intellectual, social and emotional factors. Based on this, Georgian public sector leaders need to take a series of expedient measures in order to create and provide effective and efficient human resource management system which has impact on employees' individual performance, while the resources to support motivation process in the public institution always will be a limited factor. Therefore, proper assessment of processes and timely determination of individuals' driving motives are needed. The main objective of the human resource management is to make current job analyses — candidates attraction, selection, training, communication, remuneration and motivation (Dessler, 2009, p. 2). In developed and developing countries public sector servants' motivation, their trust toward leaders, professional accountability, satisfaction and ethical development is gradually reduced (Global Center for Public Service Excellence, 2014, p. 1). According to **Elmer Staats** the public service is the integrity of attitude, a sense of responsibility and a sense of morality (Perry, Wise, 1990, p. 368). **Vandenabeele** believes that public service motivation is 'the belief, values and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate' (Belle, Cantarelli, 2010, p. 6). As stated by, **Perry and Wais**, the high rate public service employee motivation is less dependent on utilitarian incentives and positively reflects on work performance. Additionally, increases the desire of public organization membership (Belle, Cantarelli, 2010, p.5). Some scholars believe that the lack of autonomy and diversity, low salary, organization policy and ineffective communication decrease the

public sector employee motivation. According to, **Moianah** and **Pandey** level of education, membership of the professional society, organizational culture and the length of organizational membership affects an employee's motivation. In addition, organizations that have red tapes (regulations, procedures and etc.) have lower level employee motivation (Moynihan, Pandey, 2007, pp. 42-43).

Purpose. Based on the theoretical part, the main purpose of the paper was to determine the current working environment of the public institutions in Georgia. Additionally, the research has exposed the main demotivation elements that needs to be removed in order to ensure effective and efficient functioning of human resource management system in Georgian public sector. Accordingly, 449 specialists from all the Georgian Ministries, Prosecutor's office, Parliament and Tbilisi City Hall's randomly took part in the research. Research was carried out completely anonymous in August-October, 2017. The questionnaire was designed visually well, was easily readable and included 33 questions that combined Likert type scale, open and closed questions. Quantitative method of research was used to uncover trends in thoughts and opinions.

Results. In the survey, 449 public servants were examined and in total 67% women and 33% men have participated. Furthermore, 60% respondents were 31-40 year, 27% 41-50, 10% over 51 and 3% were 20-30 years old. As a result of the survey, 46% had a Master's



degree and 41% Bachelor's Degree from Georgian Universities. It should be also noted that there were a few civil servants who have obtained higher education abroad. Besides, only 4% were obtaining or having Doctor's or Professor's title.

Figure № 1: Respondents' education

According to data analyses, average **motivation level** of employees in Georgian public institutions is 4.6 point from 7. Furthermore, based on the Maslow pyramid of needs **the needs of respondents** were examined. According to data analyses, the primary requirement for 58.8% of employees is self-actualization and afterwards the basic physiological needs, safety and security needs, esteem needs and belongingness and love needs are presented.

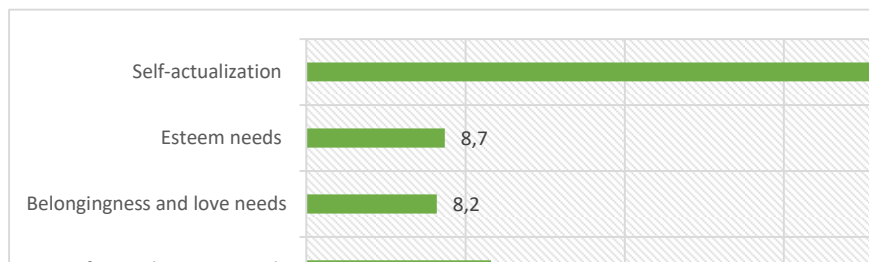


Figure № 2: Respondents needs sorted by priorities

As a result of the survey, about 60% of employees are not **satisfied with the present salary**, 27% have difficulty in giving the answer and only 13% of respondents are satisfied with their wages. Additionally, 74% of examinees are dissatisfied with the possibility of a **career advancement** in the organization and only 26% of them are satisfied with this issue.

About **leaving the current job**, only 21% of participants have never thought, 42% rarely, 27% often and only 10% is everyday thinking to leave the office. The desire for self-realization, bureaucracy, low salary and existing work schedule are the main reasons to leave the organization. Additionally, bureaucracy as a main reason of changing the current working place is reported by 69% of men and 58.5% of women. Furthermore, according to data analyses, all respondents of age 20-30, 42.3% of 41-50, and 57.1% of over 51-year have named work schedule as the main reason for changing the job.

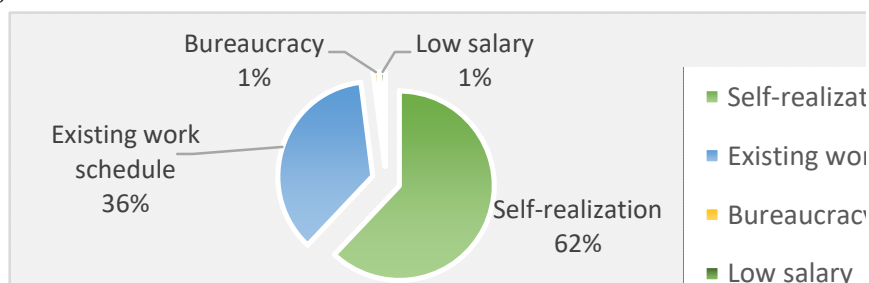


Figure № 3: Main reasons of leaving the current job

On the question whether the **leaders fairly evaluated the individual work performance** 27.8% of examinees completely and 19.2% partially agreed, 27.6% took a neutral position, while 20.7% of

respondents partially and 4.7% totally did not agree on this issue. Based on the survey, 15.8% of respondents never, 50.8% rarely, 33% often and 0.4% every day **participate in various training programs and conferences**, which are offered by the organizations. Furthermore, in the institutions 43.9% of employees rarely and 41% never **take part in the formulation and decision-making processes**. Additionally, 14% frequently and 1.1% every day are involved in the developing organizations' policies. As it turns out, 57.7% of employees rare, 27.4% often, 13.1% never and only 1.8% of participants everyday **propose managers' new ideas**.

Furthermore, 44.1% of respondents are **satisfied with the current work schedule**, 20.7% are not and 35.2% more or less. Additionally, 49.2% of surveyed respondents rarely, 36.7% often, 10.7% never and 3.3% every day **work overtime**. According to the survey, 63% of respondents never, 26.9% rarely, 8.5% often and 2.5% every day **receive tangible and/or intangible encouragement for overtime work**. In addition, 90% of respondents think that tangible and/or intangible encouragement will increase the employees' work efficiency. Moreover, professionalism, sense of responsibility, communication, team work, diligence, influential acquaintances, patriotism, logical thinking and the ability to work in stressful situations were named as a **essential skills needed to work in the public sector**.

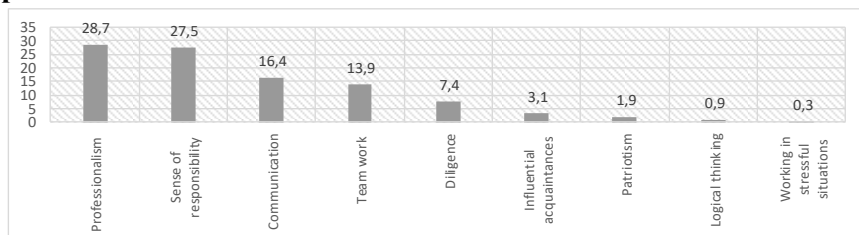


Figure № 4: Essential skills needed in the public agencies

According to the research, examinees named the organization's policy, low salary, ineffective communication as a **main demotivators in the public institutions**. Additionally, 1.1% respondents think that bureaucracy, nepotism, feeling of instability, transparency, monotony, injustice and work underestimation are the key demotivation elements in the offices. Furthermore, 29% of respondents think that the main demotivators presented in the questionnaire, such as lack of autonomy and diversity, low salary, organization policy and inefficient communication are not the main ones.

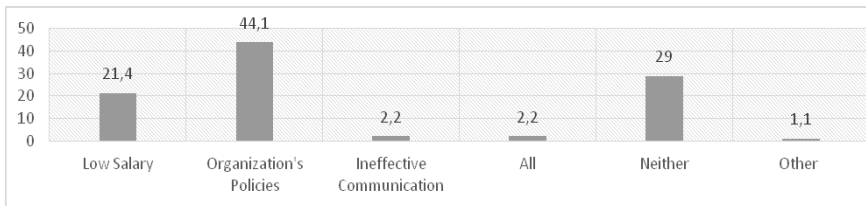


Figure № 5: Demotivation elements in the organizations

Conclusion. One of the most important issues for the state sector is to take care of the human resources. For Georgian institutions relation with public servants remains one of the main threat.

According to the research, the staff motivation in Georgian public agencies is higher than average and based on Maslow's pyramid of need, the primary requirement for servants are self-actualization and only afterwards is presented physiological needs, safety needs, esteem needs, belongingness and love needs. Most of the respondents are dissatisfied with the career advancement opportunity in the organizations and the existing wages. In addition, leaders rarely organize and offer the training programs and conferences for employees. Most of the participants are not involved in formulating strategies and decision-making processes in the organizations and there are a few employees who regularly propose new ideas to leaders. Among the surveyed co-workers there were a few specialists who thought that managers do not adequately evaluate their work. The study also showed that employees were more or less delighted with the work schedule, despite the fact that they had overtime work, whose tangible and /or intangible incentives were rare. Besides, respondents assume that tangible and /or intangible encouragement will be an important contributor to perform work more effectively.

According to data analyses, the main reasons for leaving the jobs were the desire for self-actualization, the bureaucracy, low salary and work schedule. Respondents have also revealed the main skills which were needed to work in the public institution. Skills like professionalism, sense of responsibility, communication, diligence, influential acquaintances, patriotism, logical thinking, teamworking and ability to work in the stressful situations. Additionally, examinees also named organization policy, low wages, inefficient communication, bureaucracy, nepotism, sense of instability, transparency, monotony, injustice and labor underestimation as main demotivation elements.

Consequently, leaders employed in Georgian public agencies should provide some kind motivation for the employees to fulfil the high quality work. Due to the actuality of the issue, human resource management specialists should be aware of the efficient use of modern human resources management capabilities, which will ultimately facilitate the improvement of the existing environment.

References

1. Belle N., Cantarelli P. Public Service Motivation: The State of the Art. (2010), p.6.
2. Dessler G. Human Resource Management. New Jersey: Pearson (2009), p.2.
3. Global Center For Public Service and Excellence. Motivation of Public Service Officials, Insights for Practitioners. UNDP: Singapore. (2014), p.1.
4. Perry L.J., Wise R. L. The Motivation Bases of Public Service. *Public Administration Review*, (1990), 50(3), pp. 367-373.
5. Moynihan P.D., Pandey S. The Role of Organizations in Fostering Public Service Motivation. *Public Administration Review*, (2007), pp. 40-50.

Eka Sepashvili,

Doctor of Economic Science
Associate professor Tbilisi State University
Faculty of Economics and Business
Eka.sepashvili@gmail.com

DEEP AND COMPREHENSIVE FREE TRADE WITH THE EU: DYNAMICS AND PROSPECTS FOR DEEPER INTEGRATION

Annotation. *In modern globalized world economy no nation is independent and intensive economic relations are the key for national growth. As the globalization is occurring through regional integration, countries are actively engaged in regional institutional relations. Today the EU remains a “classic model” of successful regional integration. As the same time the EU’s regional policy aims at reducing the gap with the neighboring countries and creating favorable conditions. This policy has revealed into the European Neighborhood Policy in 2004 and Developed into Eastern Partnership (EaP) in 2009 for 6 eastern neighbor countries of the EU: Armenia, Azerbaijan, Belarus, Moldova, Georgia and Ukraine. The*