

THE EFFECT OF MOTIVATION FOR THE PREVENTION OF CORRUPTION ACTS IN THE MINISTRY OF INTERNAL AFFAIRS

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Abstract

The report presents the objective need for motivation as an element of managerial impact in the Ministry of Internal Affairs. The activity of the state administration should correspond to the high public expectations for professional competence, legality, integrity, correctness, and responsibility. That is why motivation is the key element that leads to the formation of specific behavior aimed at the observance of value orientations in the performance of official duties and is an important prerequisite for the prevention of corrupt behavior among the employees of the Ministry of Internal Affairs.

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

JEL Classification: H56

Introduction

National security is a state in which subjects, society and the state possess the ability to effectively oppose various threats. The public sector in any country is largely related to its security system, insofar as its main mission is to ensure the protection of the rights and freedoms of citizens, combating crime, protecting

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national security and preserving public order. The specificity and variety of activities carried out by the state administration determine a complex organizational structure, which implies the engagement of employees with professional competence in many different areas.

At the same time, higher requirements are set for civil servants regarding their professional competence, skills for working in a tense and dynamic environment, and discipline. The work process is often accompanied by performing multiple tasks and assuming responsibilities, accompanied by high levels of stress and the need for self-discipline. That is why the motivation of employees in the Ministry of Internal Affairs is a key factor in the formation of specific behavior aimed at the observance of certain values: legality, preservation and protection of human life, respect for the dignity and rights of citizens, honesty, correctness, competence and responsibility. Following these value orientations in behavior is an important prerequisite for preventing corrupt behavior.

Literature Review

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

For example, the problems associated with studying the essence of motivation as a process of managerial impact, are described by the following authors: Abraham Maslow, Burrus Skinner, Alexey Leontiev, Pol Lawrence and Knighton Noria, Frederick Herzberg, Maria Andreeva, Elitsa

Petrova, Marin Paunov, Trifon Trifonov, Petar Nikolov, Yosif Iliev, Zakharin Markov, Kamen Kamenov, Anatoly Asenov and others.

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

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

Corruption as a negative social phenomenon in the public sector

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

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

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

Given this, the motivation of human resources in the security sector has a key influence on the way employees perform their official duties, supports the subjective need for lawful behavior, increases the sense of professional competence and social necessity of the profession and prevents the manifestation of corruption.

Peculiarities of the motivation of human resources

Motivation is the force that causes people to act, to treat someone or something in various situations in a way that they themselves choose. In a generalized form, we can present motivation as a process that prompts an individual to behave in a

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Motivation is the force that causes people to act, to treat someone or something in various situations in a way that they themselves choose. In a generalized form, we can present motivation as a process that prompts an individual to behave in a certain way and largely predetermines his behavior in terms of form, direction, intensity and duration. Motivation is a reflection of the relationship between a person and society, and as noted by the English specialist Michael Armstrong: "Motivating people means directing them in a certain direction and taking the necessary steps to get them there."¹

According to psychological science, the origin of the word motivation comes from the Greek word "*motivun*", which means a reason why something moves. Social sciences, on the other hand, accept the Latin "*movere*" as the origin of the word "motivation", which means "move", "stir", i.e. a reason to do something, an occasion to take some action.

Generally speaking, motivation is a phenomenon related to the essence of a particular person. The role of the manager is to create those conditions that will provoke employees to be actively involved in the work process and to perform their official duties with a conscious desire. Therefore, motivational expression can be defined as "the desire to show a high level of effort towards the achievement of the organization's goals, conditioned by the efforts to satisfy some needs of the individual"². Therefore, the three key elements of motivation include effort, organizational goals, and needs.

The motivational process can be described by the following steps: First, a given initial stimulus appears, which is realized by the individual as a need. Second, the internal tension in the individual increases. Third, the energy hidden in this tension conditions a certain behavior by the person whose goal is to reduce or satisfy this need. Between the choice of behavior and the actual behavior intervenes the ability, because a person may not possess the necessary basis for satisfying his needs. Fourth, with the satisfaction of the need, the tension in the individual decreases. Fifth, a new need arises, after which the cycle repeats itself.³⁴

¹ Armstrong, M. Human Resource Management Handbook, Delphin Press, Burgas, 1993.

² Markov, Z., Human Resources Management in the Armed Forces of the Republic of Bulgaria, Military Publishing House, 2011.

³ Petrova, Elitsa, Basics of Management, Veliko Tarnovo, 2013, IC of Vasil Levski National University, Veliko Tarnovo.

Content theories of motivation have a significant scientific contribution to the clarification of motivation and its importance for human resource management. However, they do not take into account the changing characteristics of the situation. Therefore, this gap in science has been filled by process motivational theories, which explain how a person exerts effort, pursues different goals, and chooses a particular type of behavior. It is through procedural theories of motivation that the thesis is justified that motivation is higher when clear and specific goals are set before the individual. People evaluate their performance by comparing, on the one hand, what they have put into the work and what benefits they have received, and on the other hand, comparing the benefits that another person has received. At the same time, financial results are not the only measure of effectiveness of the efforts and work invested. The feeling of being valued, of recognition, of opportunities for career development can prove to be very effective motivating incentives.

The motivation of human resources as a management function in the Ministry of Internal Affairs.

Management activity in any organization is a unity of planning and goal-setting, taking into account motivation factors and their impact on employees. These activities are carried out with a relative degree of uncertainty in terms of the potential development of processes, the emergence of the need to manage crises and permanent resource limitations. In order to be able to adequately respond to public needs and expectations, the Ministry of Internal Affairs should have motivated employees whose activities are characterized by professionalism and expertise. In view of this, it is necessary to allocate a priority place to the activity of human resources management, the projection of which is the improvement of efficiency and effectiveness in daily official activity.

A main management function in the public organization is to motivate the human resource for effective work and use of own potential more fruitfully. The existence of diverse concepts and views on this issue is the testimony of the great complexity of the problems of personal motivation. Motivational theories are a complex construct combining elements of need theories, socially acquired knowledge, behaviorism, cognitive, psychoanalytic, and biologized theories.

The subject of the motivation of employees engaged in the security sector is extremely important for managers at all levels of management. Finding, retaining and developing quality personnel, maintaining a high professional level and competitiveness in the modern reality are important not only for the functioning of

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each organization, but also for its successful influence on the functioning of the public sector as a whole.

The relationship between the public organization and its employees is a function of the motivational factors combined with the management's ability to organize the activities of human resources and direct them towards the realization of common goals. Every manager in the public sector needs to know the conditions that motivate employees to willingly give maximum effort. Motivation is a prerequisite for the effectiveness of the activity.

Performance standards are an important element of the functioning of the state administration. Society makes increasingly high demands on all aspects of state administration. Public control over the actions or inactions of public officials in their capacity as administrative bodies is an established mechanism for improving the work and the implementation of civil control for compliance with the principles of accessibility, publicity and transparency of the activity.

The ethical rules in the work of the state administration are usually covered in ethical codes with different content and scope, but containing unchanging common values: service in favor of the public interest; respect for laws and regulations; openness, responsibility and accountability to citizens and businesses; independence and impartiality; professional training and competence. Compliance with them is an essential prerequisite for the prevention and non-admission of corrupt behavior.

A kind of mechanism for counteracting corrupt behavior is the legally regulated opportunity to submit proposals and signals concerning the activities of state bodies. Normative regulation of "reports" in the sense of the Administrative Procedure Code (Pub. SN. No. 30 of April 11, 2006, final change and add. SN. No. 15 of February 19, 2021) is contained in chapter eight "Proposals and reports", Art 107, para 4 of the code: "Reports can be submitted for abuse of power and corruption, mismanagement of state or municipal property or for other illegal actions or inactions of administrative bodies and officials in the respective administrations, which affect state or public interests, rights or legitimate interests of other persons", Art 107, para 4.

Taking up a civil service in the Ministry of Internal Affairs is mandatory to a high degree from the point of view of professional responsibilities, ethical rules and the image that is built for the civil servant in public perceptions. It is motivation, continuous training, strict and correct performance of official duties, accurate application of laws and other normative acts that are a way to increase public trust and to minimize potential corruption risk.

The analysis of the motives that push the individual to the corruption show that they can be classified into two groups - basic and accessory. The main motive for committing any act of corruption is the desire for personal enrichment. Additional motivations are: a sense of impunity for wrongdoing; the feeling of power arising from the position held; the notion of solidarity in illegal activity.

Corruption acts, in some cases, represent disciplinary violations and are sanctioned by administrative order, and in more serious ones, they constitute a crime and are a prerequisite for seeking criminal liability.

Studying the reasons and conditions that favor, respectively hinder, the performance of corrupt practices by the employees of the Ministry of Internal Affairs, is an important prerequisite for the implementation of preventive activities in the public sector. Emphasis on ethical values when conducting training and retraining of employees in the course of their career development is an appropriate preventive measure when addressed to units vulnerable to corruption. This could lead to an improvement of the security environment, to a sense of satisfaction in society and to an increase in trust in the state apparatus, as well as confidence that these bodies are able to protect the legitimate rights and interests of citizens.

The system for preventing and countering corruption in public sector organizations includes various forms of influence. These are system input control; disciplinary practice; managerial control; control over management activity, video surveillance, and others.

Conclusion

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

Motivation is an ongoing process. People are motivated by what they expect to happen as a result of some action or behavior on their part. Therefore, the most important thing when building the motivational system is to take it into account with the specifics of the specific organizational unit. The effect of motivation is stronger when the individual knows what will be the result of his work and expects this result.

The state administration as a whole can be related to the elements of the security system, insofar as it is a question of structures of important public importance, powers and responsibilities covering all spheres of public life and competences over the entire territory of the country. This places high professional and ethical

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demands on the employees who work in the public sector, regardless of their hierarchical position in the institutions. Only the harmony between motivation and official duty could be a guarantor of efficiency and legality in the performance of official duties, as well as serve to increase the trust and support of society.

The prevention of corruption acts in the Ministry of Internal Affairs is a purposeful process of finding, selecting, appointing, training and retaining motivated employees, whose subsequent motivation in the work process is the result of daily efforts on the part of the management team to create a suitable environment and working conditions and to achieve adequate and lawful results in the activity. In the structures of the state administration, sufficient mechanisms are provided and exist to influence both the prevention of corruption and any other negative manifestations that may occur during the performance of daily official activities by the human factor. In order for these mechanisms to be maximally effective and adequate in accordance with the dynamic and changing socio-economic reality, they must be applied by motivated and professionally trained management personnel.

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