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**A COMPARATIVE STUDY ON THE MOTIVATION SYSTEM OF CIVIL SERVANTS  
IN ROMANIA AND OTHER EU MEMBER STATES**

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## SUMMARY

The general objective of this research is the identification of ways to improve, as well as the formulation of recommendations regarding the efficiency and effectiveness of human resources management within organizations.

In the first part of this research, we analyzed the concept of human resources management in public administration, respectively the definition and approaches from the specialized literature regarding the notion of management, the main activities of human resources management, the motivation and career of civil servants in public administration, such as and performance within the organization.

In the second part, we carried out an analysis regarding the specific HRM activities in three EU member states: France, Germany and Spain, as well as the interpretation of the results obtained as a result of the practical research carried out. At the end of the thesis, I formulated a series of recommendations regarding increasing motivation and career development among civil servants.

**Keywords:** public administration, career, public office, management, motivation, performance

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## SYNTHESIS OF THE WORK

The doctoral thesis with the theme "*A COMPARATIVE STUDY ON THE MOTIVATION SYSTEM OF CIVIL SERVANTS IN ROMANIA AND OTHER EU MEMBER STATES*" explores the activity of the administrative system at the EU level, with an important focus on the motivation system of civil servants in Romania, as well as in other EU member states.

The work is structured in six main chapters, each addressing essential aspects of the analyzed theme.

**Chapter I** entitled "*PRELIMINARY ASPECTS REGARDING HUMAN RESOURCES MANAGEMENT*" focuses on the definition of human resources management, its objectives, as well as the main approaches from the specialized literature, presenting the conceptual framework of the evolution of human resources management. At the same time, the activities of human resources management were also analyzed for organizational development.

**Chapter II** entitled "*MOTIVATION AND CAREER OF CIVIL SERVANTS*" addresses staff motivation - motivation in the public sector, starting from the construction of the work group and up to the realization of the team building model. In this chapter, the development of human resources and career management were analyzed, being component parts of the human resources management activity.

**Chapter III** entitled "*MOTIVATION OF HUMAN RESOURCES IN PUBLIC ADMINISTRATION*" addresses the notion of public administration, the public office, as well as the career of the civil servant. Career development means the development of all relationships and legal effects through moving and promotion to higher positions, taking place from the date of entry of the civil servant until the termination of this relationship.

**Chapter IV** entitled "*A COMPARATIVE STUDY OF THE PUBLIC FUNCTION IN THE FOLLOWING EU MEMBER STATES: FRANCE, GERMANY and SPAIN*" examines the administrative system in the three member states, making a comparison with the Romanian administrative system. Romania has a very well-defined system regarding the recruitment process, offering a well-organized, efficient and professional public administration. The civil service in the EU member states is established by a series of normative acts adapted to each member state.

**Chapter V** entitled "*PRACTICAL RESEARCH REGARDING THE MOTIVATION OF PUBLIC OFFICERS*" presents the steps taken in the research, the collection and synthesis of data, as well as the presentation of the results obtained for each representative activity. The study was carried out at the level of public institutions, the central and local public administration in Romania. The aim was to identify ways of improvement and to propose recommendations in order to increase the efficiency and effectiveness of human resources management within the organization.

**Chapter VI** entitled "*CONCLUSIONS AND RECOMMENDATIONS*" highlights the identification of motivational factors among civil servants. Public institutions in Romania must identify the need to train civil servants to participate in professional training programs related to their requirements in order to obtain a level of improvement focused on results.