

Evaluation, A Challenge for Successful Management, Performance and Motivation of the Public Administration Empirical Analysis in Front of Theory-Cal Analysis

Ma Sc. Zamira Sinaj

PhD Students, Economy Faculty Tirana Business Department Albania
Economy Faculty Tirana Business Department Albania

Prof.Assoc. Dr.Alba Robert Dumi

Director of Graduate School, "Ismail Qemali" Vlore University, Albania, Business Department

Doi:10.5901/mjss.2015.v6n1p261

Abstract

This study examines the legal framework for municipal governance and analyses whether, in practice, the relationships follow the pattern as intended in the law. But, today there is growing recognition of the important role that community-based organizations (CBOs) can play in supporting young people's postsecondary aspirations and success Business takes place worldwide, in a huge diversity of societies and between widely varying organizations. Actually, the business environment has become more complex, with expanding and deepening ties between societies and between the many organizations within those societies. Moreover, many large organizations now see themselves as truly global in scope, not rooted in any one society. This study empirically examines the impact of debt management policies on borrowing costs incurred by state governments when issuing debt in the municipal bond market and it is in focus of public administration reforms. Many activities in Albania required cumbersome licensing procedures and permits. In 2007, the GOA approved the Action Plan for Regulatory Reform which provided for a full review of Albania's entire legal licensing system to harmonize the licensing legislation to EU standards and reduce administrative barriers for businesses operating in Albania. As a result, many licenses were removed while a broad simplification of licensing procedures has been completed in many sectors including, mining, hydrocarbons, public works, health, agriculture and the environment. By October 2008, 64 out of 151 licenses identified in 18 sectors of the economy were removed and another 21 licenses were changed into self-declaration. Work is in progress to identify other licenses that could be removed. For the remaining licenses the government plans to start a "One-Stop-Shop" for licensing within the first quarter of 2009. However, licensing and post-registration processes require further simplification and the removal of licenses needs to be accompanied by a strengthening of the supervision capacities of public agencies.

Keywords: Performance, government, public goals, EU negotiated; roles of governments;

1. Introduction

The aim of this article is to present an overview of the international environment, highlighting the differing levels, from local and national, to regional and international. Assessment of the Municipal Governance Situation The evaluation of individual performance has always been an element for the motivation of the employees of the public administration and the increase of its performance. In this study there are efforts done to point out some problems of the evaluation of individual performance as a part of the organization's culture, which affects the increase of efficiency and consists of the key for a successful management of the public administration.

The concept of evaluation must be considered as a psycho-social and administrative process which has its own impacts on the motivation and performance of the public administration. The right relations between them, increase of the evaluation criteria, the combination of the evaluation of individual performance with the respective structure as a strong bond of evaluation and career, use of the method of self-evaluation, evaluation for your superior and your colleague, financial rewards etc, are not only the success of the administration but also guarantee a qualitative management.

1.1 The motivation and performance of the public administration

In order to promote investments in priority sectors for the economic development of the country, in line with the government's strategic objectives, the GOA may offer concessions to local or international investors for the symbolic price of one euro. The GOA, with the approval of the Minister of Economy, authorizes concessions in other sectors

besides the ones listed above. The law does not apply to grant licenses where needed, except to the extent that a license is issued within the framework of a concession contract.

The performance evaluation is determined as an evaluation of the past and actual performance of an employee that works in accordance with the performance standards of the organization.

The evaluation process includes:

- Setting the work standards.
- Evaluating the actual performance according to the standards.
- Gives the feedback at the employee in order to motivate him to diminish its feeblenesses.(Dessler 2000).
- Helps in the development of the Human Resources.
- Gives to the employees a more objective sight to understand if the institution progressed or not.
- More motivation to improve performance by giving information, by introducing new challenges and by evaluating the work that still needs to be done.
- Enables the leaders of the institution to develop a fair evaluation and to determine a plan that involves all the staff members.
- The staff members have anticipatory access in knowing the evaluation results.

Despite the importance of the performance system evaluation there are some feeblenesses that can be manifested.

- The individual self-evaluation may be harmed.
- The process takes a lot of time.
- During the process the relationships between the employees may deteriorate and organizational conflicts may come out.
- The motivation levels may decrease for many reasons such as; no rewards for the low performance, unilateral evaluation and giving advantages to only some employees.
- Higher costs in trainings and support services.

The performance evaluation is a process related to the identification, evaluation and development of the performance of all the employees in the organization, in order to achieve effectively the objectives, and in the same time the process is in the behalf of the employees

H1. Youth development organizations often offer extended learning opportunities such as traditional after-school activities with an academic focus, apprenticeships and internships, summer enrichment and travel, and activities on college campuses.

The analysis of the existing organizational structure of Municipality identified a number of deficiencies that could be addressed in a capacity building approach focused on: department restructuring reorganization of personnel assignments based on functional needs and to-be-developed job descriptions capacity building including training to enhance the skill sets of department managers and staff focused initially on techniques to improve revenue collection and solid waste management services.

The intent of this initial limited capacity building approach is to gain an early buy-in of municipal government officials through efforts that could achieve early success. There is, however, a need and an expressed interest for a more comprehensive capacity building program that could provide technical assistance, training, mentoring, and systems development to supplement the initiative.

2. The Importance of this Study

This study empirically examines the impact of debt management policies on borrowing costs incurred by state governments when issuing debt in the municipal bond market. Based on positive political theory and the benefit principle of taxation, it is proposed that states that adhere to best practice debt management policies transmit signals to the credit ratings, investment community and taxpayers that the government should meet its obligations in a timely manner, resulting in lower debt costs. The Ministry of Health with its district-level branches is the body for policy formulation, decision making and management.

During the first public administrative reforms in 1990 more administrative authority has been taken away from the center authority and given to the regional (prefect).The government has yet the important role on controlling health budget because remains the major funder and provider of health care services. Ministry of health devotes more of its efforts in health care administration, for example many health care institutions such as tertiary care are under the direct administrative control of Ministry health.

Also Ministry of health though its directorate of human resources and the district health teams is responsible in controlling the human resources development and some trainings. The government has not been able to set up a national strategy planning, a regulation system through development of health care system through development of health care standards, on quality accreditation and on consumer protection.

Ministry of health needs to improve the **efficiency** of financial resource allocation to different level of health care system, based not only in historical budget but should find the mechanisms that could take into consideration needs of population according to the health indicators and geographical area. The lack of access and poor condition in hospital and health centers, the health care system has the problem of under the table payment to the doctors. More than 2/3 of the population (80%) have admitted to paying an illegal fee to doctors, and it is the rural area and less educated and poor people that cannot effort this payments.

So the government through the Ministry of Health and its strategy needs to improve **accessibility** of health care services. Albania also has nearly the lowest human development index in all Europe and this has dropped since 1999. The high level of poverty and, unemployment and regional differences in infrastructure contribute to **inequity**. However, the government through Ministry of Health and their agency as Tirana regional Authority in Collaboration with Institute of Health insurance needs to ensure a basic package of benefit to everybody in order to improve the equity.

A state welfare system system establish, in early 1990 has provided a small benefit for unemployment and those officially below the poverty line. However, the benefits are meager (the basic benefit per month is about 18%) and the administration of the programs inconsistent and unequal.

Despite advancements government bureaucracy and inefficiency greatly hampers the ability to hold successful, open and transparent government tenders. They are under-equipped to handle essential tasks. These are primarily to manage transition, provide the regulatory/administrative framework for the market, establish relations with the international community and negotiate and manage aid flows. But these tasks must be carried out while re-establishing order and maintaining social safety nets, under conditions of budget stringency. (Dumi A. AJIS 2012)

3. The Objectives of the Paper Research

This paper examines organization culture and employee career progression in public enterprise. Organization culture affects the performance and productivity of organizations in a tremendous way. The objective of the paper is to identify the relationship between culture of an organization and career progression. The Paper employed exploratory and qualitative research method. Data was sourced through the review of extant literature on the area of study. The study discovered base on the literature reviewed that organization culture has a relationship with employee career progression because career development initiatives are employee driven and also supported by the culture of an organization. The paper recommends that since management is familiar with the organization changing performance, therefore management should adequately support career development in order for employees to give their best so that the organization can realize its objectives.

The paper also revealed that organization culture that does not promote entrepreneurial and risk taking initiatives poorly motivate employees, discourage and consequently affect the career progression of employees. The paper concludes that organizational culture is positively related to employee career progression in public enterprises. It is recommended that management should develop cultural practices that will adequately support employee career development in public organizations.

The Access to Information for Albanian Community Involvement program focuses on: (1) Training of public officials, local government representatives and civic groups on freedom of information, (2) Media outreach to inform and update the public and the government on freedom-of-information, (3) production of a freedom-of-information (FOI) website; (4) Improving mechanisms for proactive publication of government-held information; and (5) free legal counseling to citizens and community organizations on FOI. The project will reach this objective through three programmatic components: (1) local government and civil society collaboration, (2) fostering civic participation, advocacy and activism, and (3) facilitating decentralization and local fiscal autonomy. Project aims to support Albania rapprochement through developing new business partnerships and regional professional networks; engaging civil society in alliance-building to further contribute to Albania normalization; and supporting government and non-government efforts toward rapprochement with research. (SJAS, Gotner 2010. *College Access and Success: Education and Youth Development. Cambridge, MA: Root Cause*)

4. Objectives

"Doing Business 2009," a report of the World Bank and IFC that evaluates the regulations affecting ten areas of everyday business and assesses ease and equal opportunity for businesses in 181 economies, moved Albania from 135th place to 86th and ranked Albania among the top ten countries with respect to reforms for protecting investitures'. Albania also established a public credit registry allowing financial institutions to share credit information covering 8.3 percent of the adult population. This reform allows banks to better evaluate the creditworthiness of potential borrowers, facilitating access to credit for firms and individuals. Albania also strengthened investor protection. A new company law requires that disinterested shareholders approve transactions between interested parties and obligates those parties to disclose all information on the transaction to the public. The law also reinforces directors' duties and requires directors, when found liable, to pay damages and return profits to the company. A new bankruptcy law approved during 2008 provides a more efficient framework for closing a business. Despite good progress in those areas, Albania needs to do more to improve its ranking in other indicators. In addition, much remains to be done because the report doesn't measure other important indicators that have significant impact on the business climate like corruption, infrastructure and the efficiency of the public administration.

These results suggest a product of a pull-push process between the economic forces of the bond market on one hand and politics on the other, pulling the administrative function toward efficiency in the former and democratic values of responsiveness and transparency in the latter. The problem lies in policies that respond to the bond market but virtually exclude any other community interest in policy making. It is recommended that openness in government and allowing taxpayers to understand government services are essential goals in ensuring responsible citizen oversight and providing taxpayers the opportunity to be less likely to propose restrictive initiatives or force dramatic political or management changes through the electoral process or bond referenda

Administrative changes in Albanian public policies as an obstacle to the operating foreign investment, comparison of EU like these factors: A dynamic local government leadership;

- A healthy climate of cooperation with business;
 - Improving the quality of legal rules;
 - Local government's investment initiatives to jumpstart the stagnant economy;
 - Creative use of EU funds to implement local policy;
- Efficient municipal administration;

4.1 Analyses selected indicators for responsiveness of public administration

Reform of public health function will succeed only if there are enough professional available with appropriate skills. There is need to invest in training and employing public health professional available with appropriate skills as wells as health manager .There has been substantial improvement in education of the health managers and public health professional etc, by establishing the new programs as well as the schools, however, varies considerably between countries. When of Central Eastern Europe CEE countries and the former Soviet Union adopted the market economy model, the latter had a drastic impact on their respective health care system. Albania –as part of CEE –started 12 years ago the economic transformation from central planning one to market followed by changes in administration in general, in the public and Health sector in particular. Health reforms which were initiated more recently are typically more fragmented with pilots and local initiatives but are not consistently implemented within national policies. Those changes focus on:

- a) Reducing direct state involvement through decentralization
- b) Privatization reform orienting various actors to market forces and competition improving the guidelines of resource allocation decision.

Also there is a particularly urgent need to increase the availability of public health mangers in those countries that are introducing market-based health sector reforms. The purpose of this paper is to present an overview of the current situation in generable status of health care system the role of government and public investment on the health care system,a portrait of the organization of the latter ,the current situation of training in public health administration and management as well as the overview of the current education practice in the area of health administration.

For the larger municipalities with more substantial capacities, there is an opportunity to build an in-house capacity for an economic development office. Effective local economic development requires the active participation of three key constituencies -- the private sector, local government, and citizens. Afghanistan's economy has failed to grow and diversify in part because its local governments do not understand the role of municipalities in economic development and

do not have the capacity to play that role effectively.

5. Methodology

The performance evaluation is a managerial instrument that serves to the employees, leaders and managers. If it is done properly, the performance evaluation creates a culture of fairness continuous improvement and supports the standards.

The system of the performance evaluation is important for the leaders and employees for these reasons:

- It is a method that needs the agreement of both parts and according to this it evaluates the progress of the employees.
- It strengthens the continuous professional development for all the staff members.
- The performance standards and the performance evaluation are the key points for a managerial system based on performance.

5.1 How is performance evaluated?

An evaluation system is a very powerful managerial instrument which is decisive for the progress and the long-term development of an institution. It is fundamental for a system which is based on performance. Mainly it gives to the employees the necessary motivation to further improvements based on personal and institutional success.

The actual evaluation system in the Albanian Public Administration functions as a system where the general structure matches with the modern opinion related to the evaluation, and the evaluation is based on objectives such as "fundamental skills" (competences).

5.2 The evaluation system is considered effective when the leaders:

- a. Coordinate the institutional objectives with the objectives of the employees.
- b. Introduce to the employees challenging and achievable objectives.
- c. Have the ability to communicate effectively the coordination between the needs of the employees and the institutional objectives.
- d. Develop the proper skills for the evaluation of the performance regarding the achievement of these objectives.
- e. Are fair and honest during the evaluation by not involving personal opinions and considerations that have no relation with the work.
- f. The Human Resources must use the data retrieved from the system for training needs, promotion, recognition and rewards.
- g. Albania is situated in the south –western part of Balkan peninsula, and covers 28.748 km², of which 34.8% is comprised of forest, 15 % of pasture, 24.3% of agricultural land and 4% of lakes. The landscape is mainly mountainous with an average altitude of 714 km, nearly twice as high as that of Europe as a whole. The border of Albania is 1094 km long ;529 km borders with the former Yugoslavia(North and North East) and 271km borders with Greece (south and south-east).The coastline is 476km long. Since 1990,the country has undergone important social and political changes and is experiencing a delicate transition period towards a market economy and democratic government. This progress was twice severely disrupted, by social unrest from 1991-92 and in 1997, and when by war in Kosovo in 1999. Current GDP per capita in Albania is US\$810 (World Bank World Development Report 1999-2000), making Albania the country with the lowest per capita income in Europe. [3]In the context of severe economic crisis, migration from the rural areas has resulted in weakened village social structures and chaotic city life, while also placing pressure on social and physical infrastructure at both ends. Health and social services and infrastructure are increasing demands but with little additional capacity, do the quality and delivery of those services throughout Albania is deteriorating (although this is more obvious in rural areas). Other forms of infrastructure, such as roads and transport are in urgent need of attention.

Table 1. Demographics indicators 1994-1998

Indicators	1994	1995	1996	1997	1998
Population (millions)	3,354,300	3,202,031	3,248,836	3,283,000	3,324,317
% population under 18 years	40.3	40.1	39.6	40	40.5
Ratio of births to deaths	6.9	6.5	5.7	4.8	3.49
Live births per 1000 population	23.1	22.2	20.8	18.6	17.6
Deaths per 1000 population	5.5	5.6	5.7	5.5	5.1

Sources: INSTAT and Statistic Sector

The migration and emigration events will have their impact in urban services to accommodate the shifting population. The implications of strengthen urban services to accommodate the shifting population. A net out –migration of the younger population will also shape future developments. Although the impact of new social problems (e.g increased drug trafficking, violence and prostitution)it can be expected that the demand for health services is increasing. A strategy designed to improve the health of the population will have to focus initially on involving the younger population as a means of investing in the health and long term development of the country.

The research methodology used to complete this article is that to compare the latest international economic policies to respond to different features present or not in them. To pursue this purpose we will use as a reliable research sources such as the European community, the Ministry of Economy of Albania, etc. Albanian companies act in an environment that is more or less favorable to them. The environment is significantly limited by the institutional framework that the rules of the game and is controlled by public administration and is responsive to the needs of foreign companies.

In the empirical part of the paper, we analyze selected indicators for responsiveness of the public administration in selected Albanian programs, compared European Union (EU).

H2. Public Strategies employees strive to support and improve the communities in which they live and work.

The government support programs that help those in need who strive to provide for their families; and provide the youth of the community with the tools necessary to become leaders. Also focus on two primary areas to ensure the company provides meaningful contributions to the community. Our corporate contributions of time and money go to promoting philanthropy and to youth leadership development through initiatives that produce measurable outcomes and sustainable results in these two areas.

6. Conclusions and Recommendation

Administrative changes in Albanian public policies as an obstacle to the operating foreign investments, comparison of EU are progressed in Albania like as:

- Developing;
- International investments founds;
- Entrepreneurship ambition;
- Marshalling resources to exploit business opportunity;
- State regulatory statistical and tax reporting.

Local communities are also seen to employ some short-term use of reserve funds when facing negative expenditure pressures, but these funds are not used to completely prevent expenditure cuts. Furthermore, communities do not use debt as a mitigating response to external tax base pressures, but instead alter expenditure patterns. Using the EU measurements and assessment of different areas of the business, namely the production of goods and services, can take place smoothly in Albania. PSI worked closely with high-level public officials and community leaders and provided critical guidance and strategic planning. On an ongoing basis, PSI continues to adapt to: the changing needs of the communities we serve, legislative and administrative directives, research findings and promising practices from the field. These efforts include:

- Providing customized training and learning opportunities for partners;
- Managing the daily activities of project staff;
- Monitoring large-scale project implementation benchmarks;
- Monitoring the new opportunities of developing and LC of new business;
- Manage the human resources, youth and women.

Additionally, PSI conducts field research that may lead to adjustments to the program in order to meet greater

project goals. This has resulted in a high level of trust with state officials and more effective service delivery because program adjustments are made in a timely manner.

7. Results and Profits from this Research

Entrepreneurship ambition has worked to support changes in Albanian law that would offer anti-discrimination protections in keeping with international standards. The another point of administrative changes in Albanian public policies as an obstacle to the operating foreign investments, comparison of EU is: (1) International investments contributed to the improvement of Albania's financial regulatory environment which has strengthened public confidence in the banking system and has provided a more secure, efficient and transparent financial system to meet the credit, savings and insurance needs of businesses and individuals.

8. Results of Paper Research

The results from this article show that the performance evaluation is a very important element in the Public Administration, and it effects the improvement of the work in the state and central bodies.

- The performance evaluation conditions the emplacement and the implementation of the standards as referential points. Emplacing standards would increase the responsibility for each post in the Public Administration and will help in monitoring the performance of the institution.
- Despite the continuous improvements after 1990, there are still lacks and gaps in the performance evaluation and this harms the public opinion for the Public Administration.

Local government legislation establishes various organs within the municipality and broadly defines the functions of these organs. It also creates various instruments for accountability and oversight. Importantly, municipalities themselves must define the precise roles of their organs in delegations and terms of reference. These role definitions, terms of reference and instruments of accountability are intended to produce clear and sound internal municipal governance arrangements. This, in turn, is meant to define and shape the relationships within the municipal council and between the council and the administration. Whatever cannot be solved in strictly institutional or legal terms needs to be solved through agreed protocols, gentleman's agreements and working arrangements.

The result is a carefully crafted system of governance and oversight whose success is dependent on all constituent parts working in sync. Practically, if one component of the system is deficient, it has a detrimental knock-on effect which ultimately impacts municipal service delivery.

References

- Business Albania Bregasi L 2001
- Clarke J.,Newman J.(1997) The Managerial State.London:Sage.
- Konig Klaus(1996) On the Critique of New Publik Management.Speyer:Speyer Forschungsberichte,nr.155.
- Metcalf Les,Richards Sue (1987) Evolving Publik Management Cultures.In Kooiman Jan,Eliassen K.(Eds) Managing Publik Organisations.London:Sage,p.65-86.
- Organisation for Economic Co operation and Developement (2005) Modernising Government: the Way Forward,Paris:OECD.
- Holcer,Gabrielyan dhe Yang,2006:Roberts (1994)
- Perry J.,Kraemmer K.(Eds) (1983) Publik Management: Publik and Private Prespectives.California:Mayfield
- Pollit Christopher,Bouckaert Greet (2004) Publik Management Reform:A Comparative Analysis.Oxford University Press,Oxford.
- ARD(Associates for Rural Developement),2005.Armenia Political Policy Assessment:Final Report,,prepared for review for USAID Armenia,May 2005
- Burdge, R.J., P. Fricke, K. Finsterbusch, W.R. Freudenberg, R. Gramling, A. Holden, L. Llewellyn, J.S. Petterson, J. Thompson, and G. Williams. 1995. Guidelines and Principles for Social Impact Assessment. *Environmental Impact and Assessment Review*. 15:11–43. Elsevier Science, Inc.: New York.
- Bill Saporito 2006 "The fix is in at home depot "Fortune 1998 pp 73-74 ,79 "The discount industrys top 150 Chains p 35.The economics of public health care reform in advanced and emerging economies / editors,
- Canter, L. W. 1985. Socio-economic Factors Used in Environmental Impact Studies. In Canter L.W., *Impact of Growth: A Guide for Socio-economic Impact Assessment and Planning*, pp. 328–394. Lewis Publishers: Chelsea, MI.
- Chadwick, A. 1995.Socio-economic Impacts 2: Social Impacts. In Morris, P. And R. Therivel, *Methods of Environmental Impact Assessment*, pp. 29–49. University of British Columbia Press: Vancouver.
- Chenoweth, R. 1999. *Integrating information technologies for citizen-based land use decision-making*. College of Agricultural and Life Sciences, University of Wisconsin
- Christensen, K. Social Impacts of Land Development: An Initial Approach for Estimating Impacts on Neighborhood Usages and Perceptions. David P.Schultz " The top 100 Specialty Stores August 1990 pp 9-17 Exec 100 "p 40