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NEW PUBLIC MANAGEMENT: EMPLOYEE MOTIVATION IN A PUBLIC AUTHORITY

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ABSTRACT

Employee motivation is a key success factor in public administration. It not only influences employee performance and satisfaction, but also the quality of public services. Public authorities face specific challenges: limited resources, bureaucratic structures, an often negative image and the consequences of digitalization make it difficult to create a motivating working environment. New Public Management (NPM) transfers principles from the private sector to the public sector in order to strengthen efficiency and citizen orientation. NPM can promote motivation, for example through performance incentives, flexibility and recognition, but also harbors risks such as increased pressure to perform, stress and demotivation. Theoretical principles such as Maslow's pyramid of needs, Herzberg's two-factor theory and the concept of intrinsic and extrinsic motivation make it clear that motivation is based on a variety of individual and organizational factors. One-sided performance-oriented approaches often fall short. Measuring employee motivation in public authorities requires both quantitative methods and qualitative instruments. Continuous and differentiated recording is crucial for targeted measures. The central recommendation is that public authorities should understand motivation holistically, take individual needs more into account and establish measures for work-life balance and appreciation. This is the only way to sustainably increase employee motivation and effectively counter the staff shortage in public authorities.

Keywords: New Public Management, NPM, employee motivation, motivation, public authority.