A new decade for social changes
Social perception on the image of the civil servant and his duties

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Abstract. The status of civil servants both in Romania and in other countries is of great practical interest, but also of a theoretical interest, because for the fulfillment of obligations and rights, this depends to a large extent on respect for human rights in the relationship between administration and citizen. In a society, where many of its component parts are always in a form of transformation, it is unfair to consider that, and the administrative system does not take part in this process, on the contrary, we can say that, as many other components, for a whole, a slowing down of activity until its disappearance, or simply its non-existence, would be the first steps toward a collapse of society. With the implementation of new reforms in the public sector, the problem arises of increasing public confidence in the civil service in total and in its representatives - civil servants - in particular, this calls for ethical education measures for both existing and future officials. From the very beginning, future civil servants have the need to form and maintain a positive image as representatives of the state apparatus.

Keywords. Perception, image, civil servant, duties

1. A short history of the civil service¹

This chapter presents moments of the evolution, at different times and different locations, of the appearance of the civil servant² and the institutions in which he was formed.

Historically, it has been observed that due to the desire to develop man as an individual and to the society in which he has established himself, there has been a need for, and a need for, systems of assistance and management, but also institutions with a specific purpose, institutions whose aim was to facilitate the creation of opportunities in the establishment of new relationships. These relations have started to grow in importance, but also in quantity between the leader and members of society, and between them and the institutions created in themselves.

¹Public function: All powers and responsibilities, established by law, for the purpose of exercising public powers by public authorities and institutions: Article 5, point y). Emergency Ordinance No 57 of 3 July 2019 on the 03.07.2019 Administrative Code, effective from 05 July 2019, Text published in the Official Gazette, Part I No 555 of 05 July 2019.
As the expansion of the areas where these institutions had power has developed quite a lot, then relations have been established at increasingly complex levels, so since the emergence of the individual-individual relationship we come to refer to national-nation relationships.

History has shown that, from the very beginning, the development of systems, but also their most efficient implementation, has been the starting point in creating the most complex societies possible.

Some of the most representative companies are those whose systems were created during the antiquity period, such as the Chinese, Romanian, Greek, Egyptian.

Han dynasty\(^3\) was a dynasty that led China between 206 and 220 BC. Although, in the early days of the dynasty, public offices were assigned to persons based on recommendation or status, then about 50 years later, the difference was supported for public office, as\(^4\) a result of which the emperor chose those who would become officials. Later, the subsequent dynasty at China's leadership took over and improved the recruitment systems of civil servants.

Since the foundation of the Romanian state in 753. HR\(^5\), the Romanian society has undergone enough changes. After its transformation into a republican\(^6\) in 510 BC, the first and most important institution became the Romanian Senate\(^7\), as well as the state's leading institution. Together with the Senate, there were Romanian assemblies\(^8\) that were made up of citizens who were to vote for the laws proposed by the senate and the magistrates, to choose magistrates, to have administrative, legal and religious powers; But the Senate had the right to control the activity of these assemblies by law, which was entitled to annul any decision of the Popular Assembly, if it considers it to be in contradiction with the interests of Rome.

The Senate's prerogatives were reduced, but to the same extent the Romanian state was the most developed, by creating separate administrative hierarchies for the justice, military affairs, finance and taxes, foreign affairs, and internal affairs. By the SEC V D.HR when the decline began.

In ancient Greece, the most important and most recognized form of organization was that of the city-state. Although the main aim was to defend itself against external attacks, in particular Persian attacks, relations between these city-states were not only military but also religious and legal, these organizations were also known as amphictyonies\(^9\). The Board of the amphibians was composed of two delegates from each Member, with voting rights which together considered matters of mutual interest of a religious, military, legal, financial, mutual protection nature.

In ancient Egypt, state power was owned by Pharaoh, and was also considered as a representative of the gods. Next to him, the most powerful officer in the hierarchy was the vision. The position of the vizier was occupied by a prince or a person with exceptional capacity. His title is translated as "supervisor of all the King's works"\(^10\). For the leadership of the state, the Pharaoh was assisted by a hierarchy of advisers, priests, officials, and administrators, who were responsible for the state affairs and the welfare of the people.

\(^3\) https://en.wikipedia.org/wiki/Imperial_examination#Han_dynasty – 20.11.2020/19:00.
\(^6\) https://ro.wikipedia.org/wiki/Republica_Roman%e2%82%83, 20.11.2020/20:00.
\(^8\) https://ro.wikipedia.org/wiki/Republica_Roman\%e2\%83\%a3, 20.11.2020/20:00.
\(^9\) AMFICȚIONÍE, amphictyonies, (In Antique Greece): Tribal units or city-state association, grouped around a common sanctuary.
Early European administrative structures have started to develop since the medieval period, in particular with the establishment of Royal courts, so since the middle of the 13th century three institutions have started to emerge as major bodies for the management of state affairs: the high court (which primarily evolves from the chancellery), the tax service and the royal council.

Apart from the justice and treasury departments, which originated in the old offices of the Royal court, modern ministerial structures in Europe developed from the Royal Councils, which were strong bodies of nobles called by monarch.

The division of labor within these bodies has subsequently led to the emergence of the first professional civil servants in Europe in the modern sense. They grew in importance in the 15th and 16th centuries as they became, full board members.

The foundations of modern public administration in Europe were laid in Prussia at the end of the 17th and 18th centuries. The civil servants were appointed by the central government to manage the provinces where the management of the crown land and the organization of the military system were required.

These offices were Steuerräte (‘tax advisors’), which controlled the administration of municipalities and communes. These officials were appointed by the central government and were responsible for it. At the top of the new governance mechanism remained the sovereign.

During the 20th century, the study and practice of public administration was pragmatic and normative rather than theoretical and worthless. This may explain why public administration, unlike some social sciences, has developed with little care about a comprehensive theory.

It was only in the middle of the 20th century and after the dissemination of the theory of bureaucracy of the German sociologist Max Weber that there was interest in a public administration theory.

However, most of the subsequent bureaucratic theory was addressed to the private sector, and not many efforts have been made to unite organizational theory with political theory.

2. The functions and powers of the civil servant in the 21st century

A large proportion of the activities of civil servants, whether elected or appointed, involve value choices; indeed, it is characteristic of their role in a liberal democracy, which often makes their decisions questionable, questionable and which requires public justification. Therefore, nothing is more dangerous for the well-being of the political body than the official public that is technically competent or is strategically intelligent, but ethically illiterate or inappropriate.

In Westminster-style parliamentary democracies, civil servants involved in policy making perform at least three distinct functions: Those of the analyst, adviser, and lawyer.
In a pluralist society, the generation of beliefs, values, or moral principles, on an individual basis, is unlikely to constitute a coherent and consistent body of ethical guidance for the public service. While civil servants certainly have private lives, ethics here urges us to refer primarily to the fulfillment of public tasks.

Codes of conduct can clarify rules and expectations, establish consistent standards, and design a responsible public image. If widely accepted and applied, the codified rules can also strengthen ethical commitments, discourage improper ethical behavior, promote trust, reduce the organization's risks, and reduce accountability and the prevention of "free riders" (those who benefit from moral compliance without personally respecting them).

Public services are undergoing major changes in response to several problems, such as budget cuts, increased location, greater demands for control of service users, increased public expectations and a mixed welfare economy. At the same time, 21st century civil servants often work in 19th-century style organizations, where incentives, development opportunities and performance management frameworks do not support the development of new skills and roles to work in collaborative ways, both between organizations, as well as with the citizens. Research is of direct relevance to those organizations that want to develop a workforce capable of providing integrated and collaborative services to achieve improved results for citizens.

Various studies have highlighted several characteristics associated with the 21st century public official. It has the following:

1. It is a municipal entrepreneur, thus taking on a wide range of extra roles, future public services require a set of labor roles that may differ from those of the past.
2. Engage with citizens in a way that expresses their common humanity and expertise, with the ability to work productively, or in partnership.
3. Is recruited and awarded based on skills; generic non-professional skills are as important as professional skills.
4. It builds a fluid career across different sectors and services. People are unlikely to remain in a single sector or area of work throughout their life cycle but require skills that are assessed in different settings. People need opportunities to learn that reflect on new skills, achieved through automatic learning, mentoring, but this rather leads to a shading of jobs.
5. It combines the essence of advertising with a commercial understanding. Ethics and values change as the boundaries of changing public service, with notions about the basis of the public sector that are overshadowed by a greater push to trade.
6. Rethink public services to allow them to survive an era of perma-austerity; it involves as organizations reorganize their strategies for the future, struggling to balance short-term cost reductions and redundancies;
7. It needs organizations that are fluid and motivational, rather than those focused solely on control and rigidity. It is therefore necessary to develop methods for changing not only people but also organizations; this may be the question of how to deal with the problems of...

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19Mark Rogers, Chief Executive of Birmingham City Council, Preface for the 21st Century Public Servant.
22The 21st century public servant - what roles and skills do we need from public servants to deliver better outcomes for citizens? 17th International Conference on Integrated Care, Dublin, 08-10 May 2017, Catherine Mangan, University of Birmingham, United Kingdom.
organizational culture, more than to think that solving the problem would be the creation of a new organization.

8. It rejects the typology of heroic leadership in favor of distributed and collaborative management models. The heroes are not always the answer. Rather than emphasizing charisma and the control of an individual, new approaches focus on dispersed leadership across the organization.

9. It is rooted in a locality that shows a sense of loyalty and identity. Public service workers are often recognized as having a strong sense of loyalty to the places in which they operate and to the organizations for which they practice.

10. It reflects on practice and learns from that of others. We find that there is a need for as genuine an interaction as possible between the official and the citizen, that much greater self-management of the career is needed, that management expectations are the same and permanent for all the employees of the institution, as a civil servant, you must always excel in the work you perform.

It is clear, that not only will there always be opportunities and new challenges for the civil servant in the 21st century, but also in the future. For the classic employee, who is concerned about their career, good relations with the citizens, all these steps give him the opportunity to be perceived as a hero who, on his own, manages to overcome and overcome any obstacles in his path.

The 21st century civil servant is like a mix, has a composite role and is more likely to lay the foundations for a range of working practices more than to be the mold of just one worker.

3. Code of conduct of the civil servant in Central and Eastern Europe

What does it mean to be a civil servant in an era of technological evolution? What are the skills, attributes and values that actual civil servant will display in the future? How can people working in public services be supported to achieve these skills? These are just a few issues presented in this chapter.

In the face of a changing society, many governments seem to be doing things the same way in the old way. The belief that the government has nothing to do with the needs of the people has undermined public trust in government. To keep up with expectations, the government should take a pro-active approach to problem solving, anticipating the wishes of the public and changing the way it operates to satisfy its desires. Government officials should respect citizens’ rights, serve in the interests of society, respect the principles and values of democratic governance (openness, transparency, accountability, etc.) and, at the same time, provide public services effectively and efficiently. Politicians and civil servants should be aware of the ethical dimensions of their professional activity and respect socially accepted norms of behavior.

The behavior of individuals within organizations is subject to rules and regulations, both formal and informal, which perform several different functions. Formal rules can ensure coherence, continuity, control, and responsibility. Informal rules could help in the functioning of organizations by developing an organizational culture, establishing habits, and developing harmonious relationships.

One way to regulate conduct within organizations is through codes of conduct. Codes of conduct can take different forms; they may be concerned about a particular professional body and focus on the individual behavior of the members of that profession, or they may be organizational codes, such as company codes, which are being used by an increasing number of organizations.
Codes of conduct for civil servants in the countries of Eastern and Central Europe (EEC countries) are a new phenomenon. Newly established democracies are building their administrative systems, creating legal framework and administrative traditions.\textsuperscript{23}

The indifference to the public, the arrogant behavior and the servile attitudes of the civil servant that were quite common during the communist era are still often found today in the work of civil servants in the region. A bureaucratic attitude and an individualistic culture are the main threats to the public interest. Frequent changes in ministers have led to unstable working conditions and the result is a lack of motivation and indifference on the part of civil servants to the results of their work.

Despite these characteristics, some progress in the ethos of the public service is obvious. The changes occurred mainly because of external pressures, especially the process of E.U. enlargement and increasing demands from the public. The government in transition societies is beginning to understand the importance of the ethical behavior of officials every day. Proof of this is the newly adopted public service acts, laws on conflicts of interest, anti-corruption strategies and codes of conduct or ethical codes.\textsuperscript{24}

A code of conduct functions as an internal document, regulating the activities and the decision-making process. At the same time, a code is designed to serve the public and meet their expectations of the organization or profession. The preparation of such codes provides the possibility to review the activities of an organization or profession, both internally and externally.

Different countries choose different purposes for creating their codes. Ethical codes are usually limited to the promotion of certain standards of behavior. Codes of conduct have different purposes: to inspire, guide and regulate. As western best practice is witnessed, the success of the code depends on the ability to balance these competing goals into a single document.

The rights of civil servants imply a certain responsibility. Some codes of conduct provide clear responsibility for violations of the code, other codes of ethics do not have similar sanctions. Codes of ethics aim to inspire, but not to punish, public officials, and to avoid statements about concrete sanctions.

European principles for public administration and new public management ideas are identified in all countries of Eastern and Central Europe; codes or documents drawn up for civil servants, but their scope differs. One of the potential problems of the public administration - conflicts of interest - was covered in all documents. Some countries mentioned directly or indirectly the problem of corruption.

One of the challenges for codes of conduct is their implementation and becoming an integral part of everyday activities. From this point on, advertising that creates the code from the initial stage to the final document can increase employees' commitment to the principles outlined in the code. The flexibility of the code is an important feature of the document. The possibility should be offered to renew the existing code that aims to address new problems and challenges facing the profession.

\textsuperscript{23}J. Forrester, Topic Overview: Web2.0 (2007);
\textsuperscript{24}A set of traits specific to a social group or an era; moral physiognomy, morality. Cultural specificity of a community;
4. The image of the civil servant 2.0

"Most technologies containing web 2.0 are evolutionary, but the convergence of these technologies results in revolutionary changes in consumer behavior, business efficiency and the tech sector." 25

Any government around the world, regardless of the level of development of society, faces several major changes, especially those due to the social situation, and thus new concepts of the role and structure of government appear. An intrinsic part of some governments' new way of working is based on a combination of cost-cutting proposals to give government professionals enough space to operate through results-based management and trust.

These new developments mean for the government that it must stop and look around. Not only because there are other things to do, but because they must do things differently. As society changes, our relationship with society also changes.

The basic skills of the civil servant are the classic ones (preparation of reports, management of decision-making processes, treatment of politically sensitive issues), but a new version of the civil servant appears: the civil servant 2.0 which is perceived as someone skilled: in the use of social and interactive networks, the development of policies and can offer solutions to society, involve public members in policies and apply new forms of online cooperation. 26

The use of the Internet has made many things possible in this area, and the government is giving us opportunities to carry out our tasks publicly in a more interactive and efficient manner. But this requires a substantial change of approach for civil servants and citizens. It must be right in terms of topics, attitude, and expectations.

As a government, we represent the interests of all citizens, but not all citizens have interests in the same areas. However, for every topic or issue there is a group of people in society who are more actively involved and more interested. Therefore, as a civil servant we are always confronted with groups in society that address a specific field of activity.

This new 2.0 system and the possibilities it offers, that of working in a more efficient way and in a more interactive manner, are all new tools, which is why the number of experienced civil servants is also reduced.

In a society that is becoming increasingly complex, it is increasingly difficult for a rigidly organized government to make a comprehensive decision on how to deal with the problems in society. These problems are getting bigger and bigger, beyond the boundaries of any division, department, ministry, or government.

This means, that the civil servant dealing with this issue also must work across borders both inside and outside the government. Thus the "safe place" of the civil servant within the hierarchy becomes more and more less assured, over time, how you know how to find your way as a public servant and what your position implies becomes more and more important. 27 28

This is a very demanding task for civil servants. It means that not only must they be involved in public issues within the government, but also that they must approach the role from an outside perspective, to be able to work in horizontal networks inside and outside the

25 J. Forrester, Topic Overview: Web2.0 (2007);
26 Davied van Berlo, Civil servant 2.0. New ideas and practical tips for working in government 2.0 (2014);
27 Jolanta Palidauskaite, Ph.D., Codes of conduct for civil servants in central and eastern European countries: comparative perspective, 2002;
government, and to know the right tools to use; so, we also establish the characteristics, the attributes of the public officials operating on the net:  

- credible: it must be fair, thorough, and transparent;  
- consistent: encourages constructive criticism and deliberation;  
- cordial, honest and professional always;  

Equally important is finding the right tool for the task to be executed but, as well and efficiently as possible, this is how it is aimed at:  

- Keeping in touch with the network, with the people we work with in the field. For example, we may use any of the networks like: LinkedIn, Twitter, MSN, Google Talk or Skype;  
- Gaining knowledge and keeping up to date with developments in the policy field;  
- Keeping a high level of information about your environment.  

One thing is clear, society is changing at a rapid pace, and one of these changes concerns digitalization, the internet and web 2.0. The change is perceptible in all areas, from the entertainment industry to the automotive industry, from health care to politics, rather in any field.  

As civil servants we interact with a lot of new people. Anyone with a good idea can inspire others, so all the methods involving web 2.0 that we can think of to improve how government work can be useful to us regardless of the level of government in which we work and whatever the department.

4. Sociological study on the perception of the image of the civil servant  
4.1. Research objectives  
The main objective of this research is the analysis of the citizens' perception on the image of the public official, implicitly of the public institution.  
The specific objectives are:  
- Analysis of the need to identify public services,  
- Analysis of the level of satisfaction of how to solve citizens' requests,  
- Analysis of the typology of the type of behavior of the official towards the citizen,  
- Analysis on the level of training of staff in public institutions,  
- Analysis of the degree of technology of the institutions for the optimal performance of the activity,  
- Analysis of the optimal ways of communication between the civil servant and the citizen.

4.2. Work tool  
To achieve the research objectives, we applied an online questionnaire, with 13 items, between 15.12.2020 and 15.02.2021. It was distributed online through the WhatsApp application.

4.3. Study participants  
Thus, although the questionnaire was sent to a larger number of correspondents, it was completed only by 44 people, of whom 22 people were women and 22 people were men (Figure 1).

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Figure 1 – Gender grouping of survey respondents

Most respondents, numbering 24, belong to the age group between 36-45 years, 10 people in the group 46 to 55 years, 5 persons in the age group 26 to 35 years, 2 persons from the groups 18 to 25 years and 26 to 35 years and 1 person over 65 years old (Figure 2).

Figure 2 – Age grouping of survey respondents

Of the respondents, most respondents are just over 34% of them who have acquired a master's degree, then 25% of them have graduated from a university. About 16% of them have graduated from a post-secondary school or are attending a university (Figure 3). At the end with just over 9% of the respondents are those who have only graduated from high school. Also, with a percentage of 75% to 25% they come mainly from urban areas (Figure 4).
5. Centralization and analysis of data

Regarding the number of services that were requested according to the needs of respondents from different institutions, at least over 36% of respondents mentioned the fact that they benefit from services from an institution at least 6 months, with a value just over 34% mentioned that they benefit from services with a frequency between 2 and 6 months, and the rest about 30% benefit from services from public institutions monthly (Figure 5).

Looking at the level of satisfaction with how to solve the requests, about 71% of the respondents said that they are very satisfied with the way they were solved. A percentage of 18% said they were quite satisfied but that it could have been better, and a percentage of 11% said they were unsatisfied with the way their requests were solved (Figure 6).
Regarding the way in which civil servants behaved in relation to citizens, 52% of the respondents specified that they had a colder attitude towards them, 39% had a benevolent attitude in solving problems and 9% complained of a total disinterest of civil servants towards citizens (Figure 7).

Regarding the level of training of civil servants, 82% of respondents found that they needed to be at a high level of training, 16% believed that they should at least know the basics and the remaining 2% are not interested in their level of training (Figure 8).
Also, regarding the equipment, the infrastructure used by public institutions, 89% of the respondents agreed that they should be as modern as possible, and 11% considered that if the systems already used are still reliable, even with a low efficiency although they are physically and morally worn out, they can still be used (Figure 9).

Regarding the maintenance of an alternative to the online communication method, between citizens and civil servants, 86% of the respondents agree with the creation of alternative methods, 9% are indifferent, and 5% do not need any methods of interaction other than the one through physical contact (Figure 10).
To maintain physical contact between citizens and the public institution, 50% of respondents agreed to this, 32% are indifferent, and 18% consider that the existence of alternative methods can be more beneficial (Figure 11).

Figure 10 – The need for an alternative to the online communication method

Regarding transparency in public administration, 91% of respondents consider that they must be informed about the development and well-being of the society, and 9% of the respondents said that they are not interested in the evolutionary state of society and its development (Figure 12).
On the reporting to the results of a new management team, 43% of the respondents considered that the activity carried out and the results will remain the same, 38% consider that the change will be noticeable only for a short period of time, and 18% consider that a new management team is a good thing (Figure 13).

Regarding the fields of activity of public institutions, in this case their importance and their role in society, the respondents considered as follows:
1. Education: 84% of respondents considered that education is very important, 11% of them considered it quite important and 6% only important (Figure 14).
2. Health: on this criterion, 86% of respondents consider it to be very important, and 14% consider it quite important (Figure 15).

3. Religion: out of the respondents, 45% consider that this institution is only important, to the same extent 16% of them considered it to be quite important but also
unimportant, 14% considered it to be somewhat important and 9% consider it to be very important (Figure 16).

![Figure 16 – Importance of Religion](image)

4. Public administration: how many 41% of respondents consider this institution is equally very important and important, 14% consider it important and 2% consider it to be somewhat important and unimportant (Figure 17).

![Figure 17 – Importance of Public Administration](image)

5. National defense: out of all respondents, 64% consider it to be very important, followed by 23% of them who consider it important. With a value of 9%, some of the correspondents consider it to be important and 4% consider it to be somewhat important (Figure 18).
6. Public order: 68% of respondents consider it to be a very important institution, 15% consider it to be quite important. 9% of respondents consider it important. 5% of them consider it somewhat important and 2% consider it not important at all (Figure 19).

7. Thus, if we are to make a top of the importance of institutions against each other, we have the following ranking: with a score of 87% respondents consider that Health is the most important. On the second place in importance with a score of 84% is the Education system. With a value of 68% is Public Order and with 64% we have the National Defense system. With a score of 41% we have public administration and on the last place with only 9% is Religion (figure 20).
Regarding the motivations underlying the change in the management of an institution, respondents considered as follows:

1. Political: 70% of respondents considered that political motivation is very important, 18% of them considered it quite important, 7% consider it unimportant and 5% only important (Figure 21).

2. Personal relationships: regarding this criterion 39% of respondents consider that it is very important, 36% consider that they are quite important. 11% of respondents consider that they are important, with 9% of the motivations they are considered somewhat important and with a value of 5% they are considered to be worthless (Figure 22).
3. Results from activity: out of respondents 32% consider these reasons to be very important, 29.5% considered it important. At a value of 23% these motivations are somewhat important, 11% considered them to be unimportant and 4.5% consider it to be quite important (Figure 23).

![Figure 23](image)

Figure 23 – Importance of the activity in changing the management of an institution

4. Motivating the occurrence of different events: according to this criterion, 27% of the respondents consider these reasons to be somewhat important, 23% consider that they are important, 20% consider them to be unimportant, 16% consider them to be quite important and 14% consider them to be very important (Figure 24).

![Figure 24](image)

Figure 24 – Importance of motivation on the basis of the occurrence of different events

5. Professional skills: out of all respondents, 29.5% consider that they are very important, then with a percentage of 27% they are important. Having a value of 16%, some of the correspondents consider it to the same extent somewhat important but also unimportant, and only 11% consider that these are quite important (figure 25).

![Figure 25](image)

Figure 25 – Importance of motivation based on professional competences
6. Also, for this criterion, if we are to make a top of the importance of the criteria of separation from each other we have the following ranking: detached from the other criteria we have with a score of 70% the political motivation, then with a percentage of 39% we have personal relationships. With close values we have with a percentage of 32% as motivation the results obtained and with 30%, we have the professional skills. The last criterion, different events, the correspondents considered it important with a hurting value of 14% (figure 26).

![Figure 26 – Reporting importance criteria for motivating change management of institution](image)

Regarding the interest of the citizen and the institution, to find and keep some methods of communication between them, to solve the problems, among the respondents 59% said that different institutions are involved together to solve the problems. With the same percentage, a little over 20% the rest of the correspondents stated that to the same extent they prefer not to get involved, and if they get involved, they do it only when they have something to gain (Figure 27).

![Figure 27 – The importance of the level of involvement of the citizen but also of the public institution](image)

Finally, to the last question about the willingness of citizens to come to support, to meet the institutions by participating in different surveys, they answered as follows: just over 61% of the respondents declared themselves willing to participate in different surveys, just over 36% mentioned that they agree with this but would like not to consume too much time and with a
percentage a little higher than 2%, the remaining respondents stated that they did not wish to participate (Figure 28).

Figure 28 – Citizens' availability for participation in surveys by public institutions

Conclusions

We cannot deny, the relationship between the citizen and the public administration has occupied, occupied, and will occupy a part of our lives. The need for a capable administrative system is reflected both in the relationship from the citizen to the institution and vice versa. About the way in which the citizen forms his perception of the image of the civil servant and of the public institution, we can mention that:

• In relation to the relationship that is established between the citizen and the public institution, this relationship in general is a long one, with periods of different intensity, these referring in general to the needs and obligations of the citizen now;

• Regarding the level of satisfaction of the citizen with the way his requests are resolved, in general he is at an average level, the citizens being satisfied with the way in which they have been solved;

• On the manner of behavior, most citizens have noticed that the attitude of civil servants is cold, demotivating and that many of them need better training to carry out their work with greater efficiency and to the same extent in order to be able to show a high level of professionalism;

• To the same extent, another equally important reason is the level of technology in public institutions. It is known that an attempt is being made to retool the institutions, so it is very important that in any institution to be implemented the most efficient systems and thus the infrastructure that is the basis of an institution to be at a high level;

• On the ways of communication, it is noted that it is very important that there are quite a few methods that cover, at the same time, the need to have permanent contact between the citizen and the institution. In the same measure it is noticed that it is important both to have at least an alternative method and to maintain physical contact between the citizen and the institution.

The highest possible level of transparency, which a public institution demonstrates over its activity, is an important indicator in establishing the best possible relationship with citizens. Considering all these criteria and a high level of transparency to the same extent, we can find effective methods to "test" this relationship, so that in the end we benefit both ourselves as citizens and ourselves as those public servants, who are representatives of the initial image of a public institution.
Living in an era of technology, which allows us access to a wide range of methods as well as means of communication, we must use them to meet not only the citizen but also the public servant. We know all too well that in order to have a good communication relationship, and including all the benefits that result from it, it is important that it exists from both sides, but without having a predetermined relationship, even at a low but tangible level, it is very likely that the so-called relationship between the citizen and the official will be only a fictitious one and any subsequent attempt to improve it will turn out to be a cumbersome and difficult process to achieve.

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