

**"Dunărea de Jos" University, Galati**  
**Doctoral School of Socio-Human Sciences**



**DOCTORAL THESIS**

**STRATEGIES FOR IMPROVING**

**THE PERFORMANCE OF**

**MANAGEMENT PROCESSES IN**

**CONSULAR SERVICES**

**Doctoral student,**  
**Matei Adriana**

**Scientific supervisor: Prof. Nicoleta CRISTACHE**

**E2 Management Series No. 25**

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## INTRODUCTION

In an ever-changing world driven by technological progress, globalisation and interconnectivity, the need for organisations to optimise performance in order to deliver quality services to beneficiaries who expect increasingly accessible and personalised public services becomes imperative. This research paper focuses on how performance management can be applied in public administration and, in particular, in the consular structures of the Ministry of Foreign Affairs, with the aim of identifying effective methods and tools for measuring and improving performance in this area.

Interconnectivity and the increase of international mobility of Romanian citizens abroad make the study topical and timely. These elements have led to an increase in the complexity and diversity of service demands, so that an integrated and coordinated approach is required to ensure efficient management of resources and services. Performance management can provide tools and techniques for monitoring and evaluating performance in different areas but also for identifying and implementing improvements.

Performance management systems align individual employee objectives with institutional objectives, apply fair criteria for assessing performance, motivate staff through the proper use of incentives and provide adequate opportunities for the training and professionalisation of employees. The success of an organisation depends not only on the effective implementation of these systems, but also requires commitment and dedication on the part of leaders, as well as full integration of staff into the organisational climate and practices. Throughout the paper we have also addressed issues related to performance assessment, to the setting of targets and performance indicators as well as ways to motivate and reward employees in consular institutions.

The research presents *Strategies for improving the performance of management processes in consular services* resulting from case studies, analyses, documentation on the current state of performance management in public institutions and analysis of management processes and systems applied to the consular services sector. The research methodology focused on two important aspects of performance management in consular institutions, namely: improving management processes and improving the quality of consular services. The improvement strategies were obtained by applying structured performance analysis based on the mathematical factor model and structured analysis by applying the data envelopment analysis.

This PhD thesis is structured in 5 chapters containing the results of the literature review, case studies, mathematical models, research methodology and own results. Each chapter has, in the final part, a sub-chapter of conclusions, which summarizes the information and results presented within the chapter, as follows:

Chapter 1 is entitled *The Current State of Research on Performance Management in Organisations* and presents the importance of performance management in public administration by reflecting the current state of research in the field, as well as the main theories and models used in this regard. The presentation of examples of best practices from different countries in the thesis allowed us to make comparisons with other practices, identifying areas or elements that could benefit from improvement or further development, adapting these models to the national specifics.

Chapter 2, entitled *Study of Process Management in Consular Activity*, outlines the organisational form, role and functions of consular institutions. In this chapter, we also conducted a comprehensive bibliometric review of the academic literature on integrated consular service management using the Web of Science database. In this way, we were able to identify the role and essence of management in consular services and obtained a global perspective on the main topics already explored and future research directions.



In Chapter 3, *Structured analysis of managerial performance in consular work and strategies for performance improvement based on the mathematical factor model*, we conducted a structured analysis of managerial performance in consular work in order to identify strengths and weaknesses in consular institutions. Based on the mathematical factor model, we developed performance improvement strategies and identified critical factors influencing performance outcomes. The strategies address the improvement of operational processes, the development of managerial competencies and the implementation of performance control and monitoring measures.

Chapter 4, *Structured analysis of consular service quality based on beneficiaries' perceptions and strategies to improve performance by applying the data envelopment analysis*, presents the analysis of beneficiaries' perceptions of consular services. We collected and analysed data on the level of beneficiary satisfaction, efficiency and timeliness in dealing with requests, and the quality of information provided. Based on the results obtained and using the data envelopment analysis, we have identified performance improvement strategies to address vulnerabilities in terms of beneficiaries' satisfaction, the manner of handling of their requests, etc.

Finally, Chapter 5 of the PhD thesis, *General conclusions, contributions, limitations and perspectives*, presents the general conclusions and results obtained from the research with the aim of contributing to the improvement of performance management for the benefit of citizens and society as a whole. The last chapter illustrates the contributions made by the research on deepening knowledge in the field of performance management with practical application in the field of consular relations. The novelty element highlights the employee- beneficiary of consular services relationship and brings into focus new strategies to improve the quality of services based on the perception of beneficiaries. The objectives and relevance of the study are complemented by the presentation of the research restrictions and limitations that we have addressed in the last part of the thesis as determining factors in establishing the accuracy and validity of the results.

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