



The Modernization Directions of the Public Organizations Management in Romania

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Abstract

The paper presents the main directions for the modernization of the public management of the organizations in the sphere of public administration in Romania. Modernizing the management of public organizations should contribute to strengthening their capacity in developing and implementing economic and social reform measures. The raising of public management performance is mainly driven by the demand for more and more accountable accountability of institutions in the sphere of public administration, the dimensional and functional transparency of these institutions and the application of new managerial methods.

Keywords: public administration, public services, public institutions, administrative system, managers, management methods

Introduction

In defining the concept of the public administration management there are presented various definitions formulated in the literature in order to appreciate the complexity of this concept as well as the different ways of approach.

The public management is defined as a coherent system of principles, rules and methods of management, and the ability to apply them, in order to ensure the efficient functioning of organized human societies under conditions of judicious use of resources (human, material, financial, informational).

Another definition is that, the public management is a complex of actions carried out in order to ensure the normal, efficient functioning of the organized collectivities (enterprises, public institutions, political organizations, educational units) both as a whole and for each link apart.

The public management is that part of the public administration that investigates the application of the methods of achieving the public administration program by organizing it, allocating resources according to its own budget, evaluating and controlling the activity of public administration. It addresses the managerial methods and techniques, the ability and the skill they use to translate ideas and policy into the action program.

The public management is the set of well-defined management processes and relationships that exist between the components of the administrative system, through which the laws, planning, organizing, coordinating, managing and controlling the activities involved in the organization and delivery of public services that satisfy the interest general.

It is need to study the public management from the following points of view:

- It provides the possibility of understanding the peculiarities of this distinct field of science;

- It allows the identification and analysis of structures in public institutions, the relationships that arise between them, the role of each unit within the system, the tasks and competencies of managers;
- It allows defining the principles and rules of organization of the information system in public institutions, the peculiarities, the gathering of information, the recording, the storage and the transmission of the information that circulates in the administrative system;
- Knowing the methods and techniques used to carry out activities in public institutions;
- Selection, promotion and motivation of public administration staff.
- It allows the identification and understanding of the principles on the basis of which local public administration is organized and operates.

So the public management:

- Study – processes and management relationships between different components of the administrative system;
- Forms – principles and laws regarding the good functioning of the public administration;
- Improves – the organization and functioning of public institutions as the main bodies providing public services to citizens;
- It influences the economic, social and cultural values at both local and central level;
- It follows the satisfaction of the general and specific interest of the locality.

The public administration represents all the public services, through which the tasks of the executive power are carried out in order to ensure the satisfaction of the gen-

eral interests of individuals and the state. In the traditional French constitutional concept, the administration was understood as "the action of power through public power procedures". It is also considered that public administration is the public service activity, a set of public services.

The notion of public administration has come to light by the finding that the human society, organized in the form of a state, establishes a series of public services through which the tasks of the executive power are performed in order to ensure the satisfaction of the general interests of individuals and the state. All these services make up the public administration. Currently, the notion of public administration is used instead of executive power. The human society organized in a sovereign state has the interest but also the quality that between the individuals and the juridical persons to rule the order, to eliminate the disorder, to guard the country's borders and the security of the state, to ensure the citizens' education, to ensure the money income necessary to cover the expenses of the operation. Its organs, the management of the public domain and other needs for the proper functioning of this gear, which is the state. In order to accomplish these tasks, the state establishes public services, maintaining order, education, public finances, guarding the borders of the country, administration of the public domain. All these public services, organized in an organ system, make up the public administration. The social relations between the bodies of public administration, the president and between them and individuals (natural or legal persons) are governed by the rules of administrative law and become juridical relations of administrative law - administrative law relations. An important condition for raising the economic and social performances of public organizations is the modernization of their management. The modernization of the management of public organizations should contribute to their capacity building in the elaboration and implementation of economic and social reform measures.

The Government can improve the efficiency and effectiveness of public administration by substantially raising the quality of public management. Public administration reform aims at improving the management by streamlining the relations between the central and local public administration; Between county and municipal authorities; Uniform application of an efficient system of rules and regulations in central and local public administration: creation of an integrated information system of the central and local public administration.

For a long time, however, the purpose of many public organizations has been seen above all considerations of effectiveness and efficiency. The public management has been neglected and often hopeless in raising its effectiveness. In this context, people with poor management training or no management training have been appointed

or promoted in positions, who have been asked to run public organizations and their organizational subdivisions. At the same time, most of the managers and the leading public figures focus their attention on the arena of political struggle. Thus, economic and political do not enter into their thinking and concern as an indissoluble one whose mutual conditioning is vital to a healthy and sustainable economy. The indissoluble link between economic and political can only be achieved by leaders with high moral outlook, with a high degree of professionalism and perspicacity, with a special sense of duty and respect for both the many.

The management of these organizations does not have the right to be ineffective, to ignore managerial productivity that motivates 'profit', not to be concerned with assimilation of new methods, and techniques. He should not be immune to strict responsibility towards those they serve, those who depend on their funds and support. That's why he has to make a profit by working with the concepts of effectiveness and efficiency, as much as possible to achieve obvious performance. If the nature of profit can give rise to different names, profit motive must exist if managers avoid economically and socially wasteful practices. Raising the performance of public management is driven by two forces. The first force is the ever-increasing demand for more precise accountability. Owners, taxpayers, collaborators, and others that these organizations depend on for their maintenance and existence require proof of the results that public managers obtain. Taxpayers are critical of the questionable effectiveness of public organizations at all levels. For example, social agencies are required to demonstrate the concrete ways they face a need. Hospitals and schools are also the place for demand for more stringent accountability.

The second force that calls for better management is the dimensional and functional transparency of public organizations. Strong service development and increased public spending imply adopting measures to rationalize and remodel the public administration structure and reduce or maintain optimal public spending and improve service quality.

The managers of the public organizations can gain a lot by examining more successful management methods in private organizations and their possibilities for applying to public organizations.

The public management must seek rational solutions for reserving complex modern issues and provide the means necessary to achieve in good conditions the objectives pursued.

The environment in which public organizations operate is characterized by change. Technology is advancing, customer needs are changing, pressures from government, trade unions, employers and competition are growing within organizations, employees' needs and goals are changing as well.

Change is inevitable. The managers need to prepare to meet and manage it on the go. They must:

- know and understand the processes of change, factors and forces that produce change;
- anticipate the consequences of the planned change and appreciate the impact on individuals and the organization as a whole;
- take into account the difficulty with which change will be accepted, the resistance the new one encounters;
- have the ability to manage (plan, implement, and maintain) change.

This means that in public organizations, people play a key role in managing change. The managers need to be able to initiate and manage change and get the engagement of their teams. The act of leadership requires not only complex training, but also dedication, concentration and maximum responsibility, and last but not least, attention and respect towards the subordinates, their collaborators. The science and the art of management contain in them a multitude of rules, methods and procedures that those who consider themselves called to ensure the efficient organization of an organization need not only to know them in depth but also to apply them.

Determining the possibilities of application of the new methods in public organizations Management Raising the performances of a public organization involves establishing the possibilities for applying the new methods and their effects on the effectiveness of public organizations.

The management of public organizations should broaden their range of applied methods. How can we find out if a new method, a new idea or a new organizational form corresponds to the specifics of the organization and can contribute to raising its economic and social performance? It must be appreciated first of all whether the method can be applied in its own activity, possibly passing through experimentation.

We must adopt, secondly, a positive but analytical attitude to the question of the appreciation of methods, namely:

- recognize what the method is and whether it has been applied by others;
- see if the method is applicable in our organization, examining its application to a similar organization;
- if possible, the plan to introduce a new method will be subject to experimentation. Another way of testing is to test the method in a single department before applying it to the entire organization;
- if we admit a method, it is necessary to adapt it to the requirements of our organization;
- be aware that every person involved in the introduction of a new method is well informed;

- in order for the process of introducing the new method to be carried out in good conditions, the senior management should provide the team with a thorough support, instructing the staff as to how to apply them. Without the direct participation of the senior management, the application of a new method is not possible;
- analyze carefully to be able to rigorously appreciate its effectiveness by responding to a series of questions, such as: Does she do what she wants?/ How much does it cost?/ What economy does it produce?/What side effects does it have?/ The method can produce good results, but can cause some unpredictable problems elsewhere.

The phases of the process of choosing the best methods and techniques are generally the following:

- a) the phase of definition of the objectives pursued and the establishment of the activities necessary for their achievement in good conditions, at this stage the exact specification of the objective to be achieved for which some activities are to be carried out and the most appropriate method, efficiency. Without a clear set of goals, the activities carried out do not make sense. Where the objectives contain objections and contradictory elements, activities can be done without a precise purpose and without being useful, as the measure of effectiveness of the activity is missing;
- b) the phase of collecting the information regarding the existing methods and techniques and establishing the conditions (possibilities) for their application;
- c) the investigation phase of the different methods, techniques, methods of achieving the proposed purpose;
- d) the projection phase, in this phase, the conditions of application and the effectiveness of each possible method to be applied will be determined taking into account the concrete situation existing in the respective organization and the possibilities for their improvement in the next period;
- e) the quantitative and qualitative assessment phase of the application of the different modalities based on the consequences they have and which have been established during the projection phase in order to calculate a comparable result for each method;
- f) the phase of application, at this stage the methods already evaluated will be compared to each other, choosing among them the best method of achieving the respective activities.

The application of the modern management methods can significantly contribute to increase the capacity to solve problems, to increase the quality of services and socio-economic performances of the public organizations.

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Abstrakt

W artykule przedstawiono główne kierunki modernizacji zarządzania organizacjami w sferze administracji publicznej w Rumunii. Modernizacja zarządzania organizacjami publicznymi powinna przyczynić się do wzmocnienia ich zdolności w zakresie opracowywania i wdrażania reform gospodarczych i społecznych. Podnoszenie wydajności zarządzania publicznego wynika głównie z zapotrzebowania na coraz bardziej odpowiedzialną działalność instytucji w sferze administracji publicznej, przejrzystość działania i funkcjonalność tych instytucji oraz stosowanie nowych metod zarządzania.

Słowa kluczowe: administracja publiczna, usługi publiczne, instytucje publiczne, system administracyjny, menedżerowie, metody zarządzania