



3rd GLOBAL CONFERENCE on BUSINESS, ECONOMICS, MANAGEMENT and TOURISM,
26-28 November 2015, Rome, Italy

Characteristics of process management in the public institutions in Romania. Comparative analysis

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Abstract

Since the availability of financial resources is reduced, concern for increasing organizational efficiency and effectiveness becomes more conspicuous in any field, including in the public administration. Naturally this raises the question: how can this be accomplished?, calling for a solution that is easy to apply and requiring reduced costs, solution the implementation of which should lead to increased productivity in terms of rationality of resources and whose final outcome is fulfilling goals. But this use of different means to achieve the goal, in conditions of optimum efficiency, defines what is called organizational management. Related to this, the work - research itself is how the management system applied in public institutions in Romania, relates to features like the management hierarchy; strategic management application; the chosen management style; the decision-making system; ethics and integrity or communication management and beyond, in order to identify the weaknesses in the management process practiced at this level of customization at two such institutions. Also, following the analysis of the field, the paper addresses the issues relating to the identification of features of process management as they are applied at the company level and which might prove useful to public institutions in Romania, thus generating a greater degree of efficiency. The research methodology used to perform the work consisted of: study and literature review and analysis of information provided by the specialized sites. They were also used: synthesis and comparative analysis, all of which completed the interpretation of results.

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Peer-review under responsibility of the Organizing Committee of BEMTUR- 2015

Keywords: management, public institutions, efficient and effective management, human resources.

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1. Introduction

Today, in the conditions of the development of management as a science, it is known that the performance of an organization is directly influenced by the quality of leadership, alongside a multitude of other factors. Management can therefore constitute the foundation of high and sustainable organizational performance, provided that a plurality of requirements are met, such as for example: creating the framework for enabling access to senior levels of management elites in the field, aspect coupled with continuous improvement of executive staff; encouraging a participatory climate to the fulfillment of goals; choice of motivational solutions that contribute positively to the organization's progress and at the same time to stimulate creativity; aspects that will ensure such operation of the organization in terms of efficiency and effectiveness. Therefore, the ability of the leader to combine human resources and informational materials in a rational manner, towards achieving the objectives, is what defines managerial efficiency, while managerial effectiveness is limited to tasks and objectives. Correlative approach to management effectiveness and efficiency characterizes what is called professional management and its practice involves the use of management subsystems that make up the system, also including organizational structure; decision subsystem; Information and communication subsystem and more. Compared to the previous statements, it is further emphasized how management of public institutions relates to such features, compared to management practiced at firm level.

2. Management process. An overview

Although the existence of human civilization has always meant the presence of business management, however management as a science has taken shape in the early twentieth century. Hence the emergence of approaches to: establishing objectives for the work done by an organization; the need for organizational structures that allow good behavior to achieve the objectives; A decision system through which the multitude of information in an organization can be channeled towards the levels to which they relate; or choosing the best ways in which human, material and financial resources are put together to contribute to the objectives; do nothing but to complement this management concept.

Therefore, if we refer to the organizational structure, with all that this means, namely the components of an organization and the relationships established between them, according to Puiu (2003), the practical representation knows several forms of such structures, including and: the hierarchical - linear; functional structure; or the hierarchical - functional, which is actually a combination of the two listed above, assuming the use of specialized human resources and giving management responsibility for the results. Furthermore it is known that the organizational structure is a key element in business success of a company, a fact noted by Tiller (2012). According to him, the organization's effectiveness may be diminished if the optimal solution is not identified, whereby the organizational structure to be interconnected with other components of the management system.

A defining element of an organization is represented by the setting of objectives, which will be the basis for its future establishing and operating. Thereafter the next step is the estimation of resources and the choice of working methods, basic elements for implementing the strategy. The end of the process is to assess the results, comparing them with objectives, issues that characterize *strategic management* as noted by Nicolescu and Verboncu (2006).

But so that the work of an organization can be characterized by performance, it is necessary to make use of complex instruments which make up the management system. The management practice resulted in outlining several types of such systems according Nicolescu and Verboncu (2006), including in the category of general systems: management by objectives, characterized by objective fulfillment; The budget management aimed at achieving objectives, while falling within expected costs; or participatory management, in which case there are consulted various organizational components.

Ranked as the representative function of the management process, the decision by its manifestation eventually leads to achieving all set goals, and the assembly of all decisions implemented, forms the system of decision - making. Decision - making for solving various problems, however, can take different forms, according to Scott (2005), respectively: ignoring problems and therefore the absence of decisions; deciding to counter problems that are arising; or implement decisions that prevent problems. But the reaching of goals involves overcoming several successive stages, which makes decisions to be characterized by sequentiality, appropriate to the steps taken.

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