

## STUDY REGARDING THE QUALITY OF MANAGEMENT IN LOCAL PUBLIC ADMINISTRATION

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### ABSTRACT

*We can determine the quality of the managerial techniques applied by the local administration by using two sources: the opinion of the City Hall employees and that of the citizens.*

*My intention was, throughout the present paper, to present the results of a study made in the City Hall of Campulung, Arges County, Romania, regarding the quality of the managerial techniques used, having as reference the views of the City Hall employees. Furthermore, the pieces of information were obtained by using four standard questionnaires. Bearing in mind this evaluation, I was able to elaborate a set of proposals for a decrease in the weak aspects of this type of management.*

**Keywords:** quality, management, performance

### 1. INTRODUCTION

With Romania's integration into the European Union, the local public administration faces new challenges, and the services it offers will have to reach new European standards.

This can be obtained solely by applying an efficient public management.

The quality of the managerial and execution process from the local public administration units directly depend on the level of general professional and managerial training of the public servants, as well as on the managerial qualities of the "General Manager" (the Mayor). The main objective of public management is satisfying public interest, namely solving the problems of the citizens.

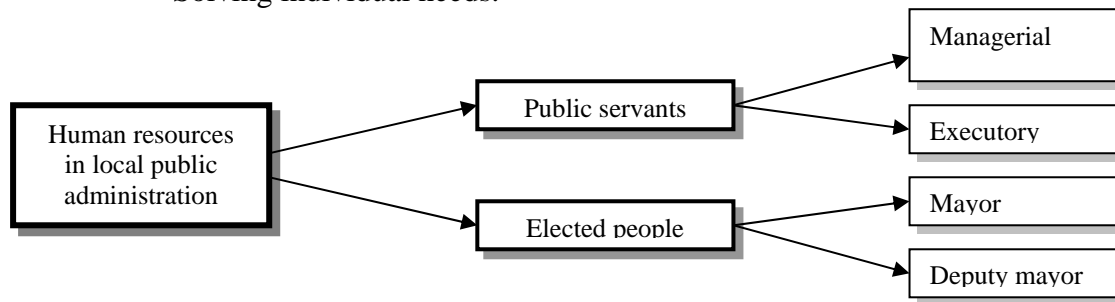
### 2. CONSIDERATIONS REGARDING PUBLIC MANAGEMENT IN LOCAL ADMINISTRATION

In local public administration, just as in any other organization, human resources play a determining role in the achievement of an efficient form of management.

Unlike in any other organizations, the human resources of the local public administration have a certain particular feature, namely they are made up both by hired employees and elected people (fig. 2.1). [1]

The local public administration needs to solve a great diversity of problems, which can be grouped in the following way:

- Public services;
- Urban planning;
- Implementing the necessary infrastructure;
- Social services;
- Solving individual needs.



*Figure 2.1. The structure of human resources in local public administration*

The "General Mayor" of the local public administration, namely the Mayor, has the responsibility to solve the above mentioned matters. He has to form a team together with the entire staff of the local public administration and together with the help of an advanced form of management will manage to achieve the objectives, namely to satisfy the citizens' requests. [4]

### **3. THE QUALITY OF MANAGEMENT IN LOCAL PUBLIC ADMINISTRATION**

As shown in the previous chapter, human resources play the determining role in the achievement of the objectives of the local public administration.

Due to the economic and political transformations that have taken place in the country, as well as due to the new standards of the services required in local public administrations, human resources in these organizations have to have certain qualities:

- Adaptation to change;
- A new approach to citizens and their problems;
- Professionalism and a desire for constant improvement;
- The ability to work as part of a team.

In addition to the qualities requested for the staff, the organization has to ensure the creation of an organizational climate in order to meet the conditions for reaching true performance, as well as of stimulating strategies and the organizational conditions for facilitating the necessary changes in the organization.

In order to identify the quality of the human resources and a certain state of mind in the organizations, both being a determining factor for the quality of the management applied, I have conducted a study at the level of Campulung City Hall, Arges County, Romania, with the help of four standard questionnaires [3]. These were as follows:

- Attitude towards change, AC;
- Organizational behaviour, OB;
- Mentality towards work, MW;
- Satisfaction achieved by labour, SL;

By handing out the questionnaires and interpreting the results the following conclusion have been drawn:

- a. The staff is in favour of a change in the organization, a change that would entail the following actions:
  - The optimization of the system of motivating the staff;
  - Improving communication;
  - Optimizing the hierarchical relations and of those between employees;
  - Increasing the degree of personal involvement;
  - Improving working conditions.
- b. As a mentality in regard to work, the staff has an attitude of compromise, namely they do not consider work as an essential condition for their personal existence, but they do not consider it as a tedious obligation, either;
- c. In what regards the organizational climate, it has been noted:
  - A need to define the tasks more clearly;
  - The way in which work is organized is less efficient;
  - Professional relations are not conflicting;
  - The motivational climate is not based on efficient motivating strategies;
  - The resources and the work conditions the organization has to offer are not appropriate for the achievement of tasks.
- d. In what regards the satisfaction obtained from work the results show:
  - A dissatisfaction of the employees in what regards the level of salaries, the opportunities to promote, or other financial bonuses;
  - A great degree of satisfaction regarding the social climate and the work conditions;
  - The employees are not satisfied with their work, both regarding the way it is organized and the bonuses received for their activity.

Taking these pieces of information into consideration, the executive authority needs to come up with an organizational strategy for the elimination of dissatisfaction, so as to improve the quality of the organizational climate and the satisfaction in one's work, thus creating the premises for an advanced type of management.

This strategy needs to contain the elements presented in fig. 3.1. [11]

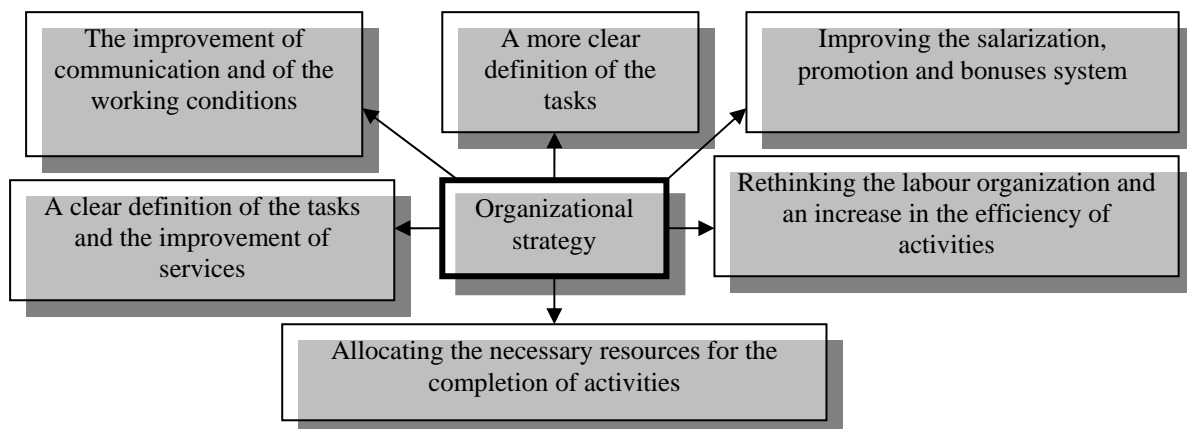


Figure 3.1. The Elements of the organizational strategy

By putting this strategy into practice the quality of the management applied will change, the organization achieving thus its objectives.

#### 4. CONCLUSIONS

In local public administration the human resources play a determining role in the achievement of an advanced form of management.

In order to face the diversity of problems the local public administration faces, it needs a certain quality and a certain degree of involvement on the part of the human resources.

These two characteristics have to be known in order to come up with a human resources management adapted to the stage we are in.

Knowing the attitude of the employees regarding change, their satisfaction regarding their work, the salarization and the bonuses received as a result of their work, as well as the status of the organizational climate, the "General Manager" – the Mayor – can come up with a strategy for the improvement of the quality of management in that particular organization.

The organizational strategy needs to be permanently adapted to the requirements of the outside and inside conditions.

If on the exterior factors one does not have the power to intervene, but has only the possibility to adapt, the interior (organizational) environment can be changed, by taking into consideration both a certain quality of the human resources and their satisfaction when it comes to the achievement of their personal objectives.

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