

FORECAST, ORGANIZATION-COORDINATION AND MOTIVATION IN LOCAL PUBLIC ADMINISTRATION MANAGEMENT

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Abstract:

The proper functioning of local administrative system is not possible without the exercise of the functions of local public administration management. From such a direction, in this article we intend to analyze the contents of the functions of forecast, of organization-coordination and of motivation, in order to show how each of these contributes to good management of local public affairs.

Defining the mission, the objectives of local government and the actions to be taken to achieve them, the design and harmonization of optimal local organizational structure components to achieve preset objectives, but also the human resources training from local public administration to use their skills and capacities towards achieving the objectives of the local public organization contribute to improving the local administrative process with effect on satisfying the interests of the local community.

Key words: foresight, organization-coordination, motivation, public organization, local public administration management

JEL classification: H83

1. INTRODUCTION

Management of every entity revolves around some activities that it has to fulfill and which, in essence, are reflected in its functions.

Using management in local public administration, with its main functions, is inevitable if one desires the efficiency improvement of the local administrative system (Adroniceanu, 1999, 37) and the management in the best conditions of the difficulties that the local community and the authorities which they represent faces with.

In a brief inventory of the opinions formulated in the specialty literature on functions of management in the public sector, we are entitled to say that they are not less discussed, various approaches of them being identified.

A first approach belongs to Professor D. O. Durasaro, who speaks about seven functions of management in the educational system, distinct domain of the public sector, namely: planning, organization, leadership, personnel, coordination, reporting, budget preparation (Durasaro, 2-5).

Referring to management functions in public service organizations, Professor M. V. Bedrule-Grigoruță retains four functions: planning (forecast), organization, training-coordination and control (Bedrule-Grigoruță, 2008, 80-84).

By D. Rais, A. Simionescu and T. Pendiuc, the main public administration management functions refer to: forecast, organization, decision, coordination, training, control (Rais et al., 1999, 11-27).

On this support, in the space of this article we intend to analyze three of the functions of management in local government to highlight their role in streamlining the activities of local administrative system. The question we aim to find the answer through this process is: *Whether and how forecast, organization-coordination and motivation contribute to the efficiency of the local administration process?*

From such a way, the aim followed by the present investigation consists in analysis of contents of functions of forecast, of organization-coordination and of motivation in order to show how each of these contributes to good management of local public affairs.

To achieve this objective we resort to investigation of specialty literature and of reference regulations, their interpretation allowing highlighting the role that these functions they hold in improving the local public administration process.

2. ACHIEVING FORECAST FUNCTION IN LOCAL PUBLIC ADMINISTRATION MANAGEMENT

Initiating the management process from every entity, the forecast supposes defining the mission, its objectives, as well as the actions to be taken to achieve them (Olum, 2004, 3).

The way this function is performed depends on the achievement of the other functions (Nica and Iftimescu, 2004, 14), Professor P. Nica assures us.

In connection with this first function, V. A. Munteanu tells us, in a crystalline way, that forecast expresses the connection of uncertainties and possibilities of tomorrow and operation of realities of today and yesterday, with the aim of agreeing, in whole or in part, determining the conditions of future (Munteanu, 2009, 26).

In our opinion, in the management of local public administration, the forecast function includes all the management processes through which are defined the objectives of local public authorities, in line with the needs of the local community, are determined the ways of acting to achieve the objectives defined, specifying, for each way of action proposed, the needed resources.

In graphical representation, forecast function of the local public administration management is illustrated as follows (figure no. 1):

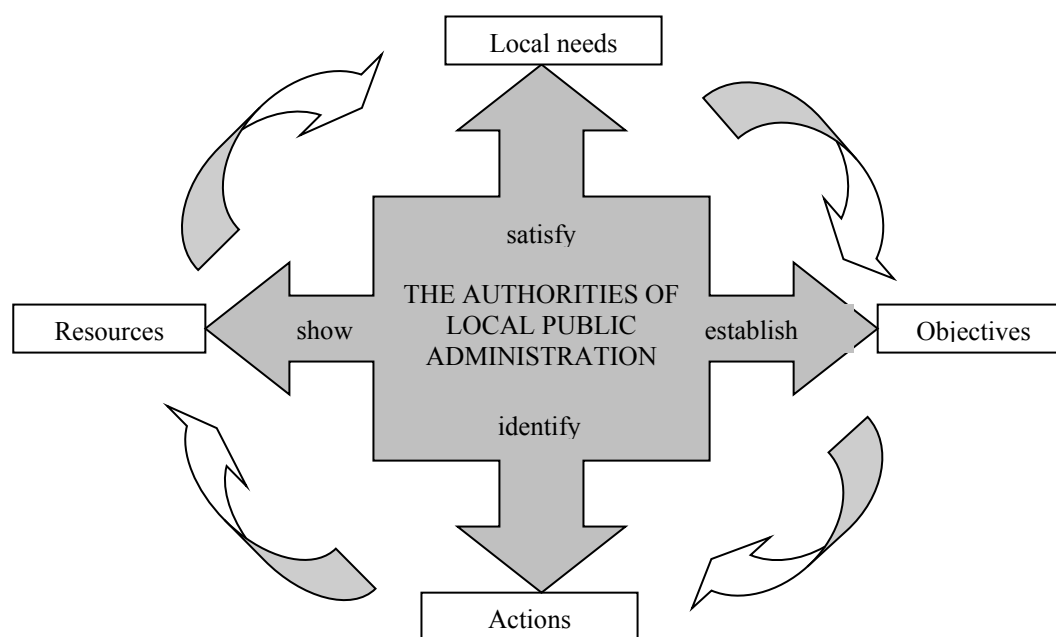


Figure no. 1. Schematic representation of the forecast function of the local public administration management

Analyzing the content of the figure, we see that exercising the forecast function in local public administration management ensures establishing objectives to achieve in the future, identifying ways of action to be accomplished towards achieving expected objectives, showing resources for each of the ways of action, all them to meet local community needs.

On the objectives projected, P. Filip believes that a number of peculiarities should be taken into account (Filip, 2007, 36):

- the potential of human, material and financial resources of local communities involved in the process of providing local public services;
- the political, electoral commitment to local electorate, of the principal authorizing officers (mayor, county council chairman);

- the level of professionalization of civil servants, depending on level of experience or training;
- the specific organizational culture values of local communities;
- the system of motivation of civil servants;
- the material and technical-material base available to the local community.

We believe that are necessary the other two points, which gives a distinctive note to the formulation of objectives - as act of forecast function in local public administration management [1]. First, the determination of the objectives to be achieved in the future should be made, necessarily, in compliance with the existing legislative framework, under the incidence of which local public administration is organized and operates (for example, Law no. 215/2001 on local public administration, Framework Law of Decentralization no. 195/2006, Law no. 273/2006 on local public finances). Second, between the forecasted objectives and the needs of the local community (water, public lighting, sewerage, construction, maintenance, modernization of public roads) must operate a full correspondence.

For exercising forecast function, one uses specific functional tools, such as: forecasts, plans, programs.

Forecasts are time investigative tools, by means of which one investigates and highlights the future trends (Imbrescu, 2009, 36) of the administrative system. Based on the forecast shall be determined current and future decisions and the strategic objectives are based (Munteanu, 2009, 27). Given that the forecasts envisage a long time horizon of between 10 and 20 years, most often they make not possible the formulation of some realistic strategies. In local public administration, except for financing strategies by long term loans, the forecasts are often not used. The explanation is simple. In a time so long, completed with a state of permanent reform and modernization that characterizes local public administration and not only, it is very difficult, if not impossible, developing some strategies to ensure full correspondence between the objectives proposed and the potential of resources (human, material, financial) necessary to achieve them.

Plans are instruments by means of which the assignment of the current activity of local government in the perspective trends of its development and of economic and social development as a whole. With the help of plans not only the objectives to be achieved are established, but also it is stated how they will be achieved, by what means (Imbrescu, 2009, 36). Developed for short periods of time, usually between one and five years, plans are widely used in local public administration.

Programs are another way to realize the forecast function that describes in detail the sequence and the interacting of the actions to be taken to achieve plans (Imbrescu, 2009, 36). They are made for a reduced time horizon (decade, week, day, hour) and are characterized by a high degree of certainty and maximum particularization (Iordan, 2010, 20).

On this support, forecast function in local public administration management is reflected in the elaboration and approval of strategies, forecasts and development programs for the administrative-territorial unit concerned [2].

It must be said that, although the forecast has long been neglected by the leaders of the local system, with many reforms and changes in its organization and functioning, in consonance with the need to harmonize to the situation in the European administration, forecast function finds its place in the management of local public administration. For example, in local government the forecast function of management manifests itself concretely by (Munteanu, 2009, 28):

- elaboration of administration reform strategy adjusted to economic and social reform and sustainable development;
- elaboration of plans on development of people local public transport systems;
- elaboration of programs for training and retraining of civil servants to implement the strategy.

On this support, we consider that by exercising forecast function of management, local authorities determine the way forward to meet the expectations of the local community and to meet in a higher degree their interests.

3. ORGANIZATION-COORDINATION IN THE MANAGEMENT PROCESS OF LOCAL PUBLIC ADMINISTRATION

Being in close link and as an extension of the function of forecast, organization-coordination is the most visible (Imbrescu, 2009, 37) function in the management of every entity.

Once objectives have been set, it is the turn of organization-ordination function to ensure the frame of their achievement. The organization-coordination is the process of establishing relations between people and resources to achieve the proposed objectives, which involves the interaction of different responsibilities of the personnel and of different compartments of the entity concerned (Waldron et al., 1997).

Referring at this function, Professor A. Androniceanu tells us that through it there are designed and harmonized the internal organizational frame components necessary to achieve the priorities and objectives in the public institution and in the field in which it fills (Androniceanu, 2005, 40).

As far as we are concerned, the organization-coordination function sums all management processes through which the optimal local organizational structure is established, providing a full concordance between its components, to allow the achievement with maximum efficiency of the preset objectives in the management of local public administration.

In support of a correct reception of content of organization-coordination function in local public administration management, we propose a graphical representation of it (figure no. 2):

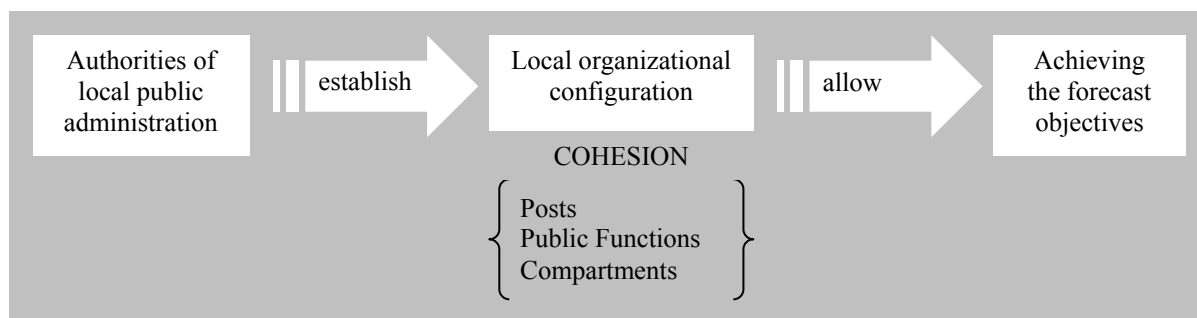


Figure no. 2. Schematic representation of the organization-coordination function of the local public administration management

According to the figure, at local public administration level by organization-coordination function of management, local authorities establish local organizational structure in an optimal configuration, the components of which to be in a perfect cohesion, which permit to achieve the preset objectives.

A comprehensive picture of the local internal organizational configuration, at which we also concur, is presented by P. Philip, who lists the following components of it (figure no. 3):

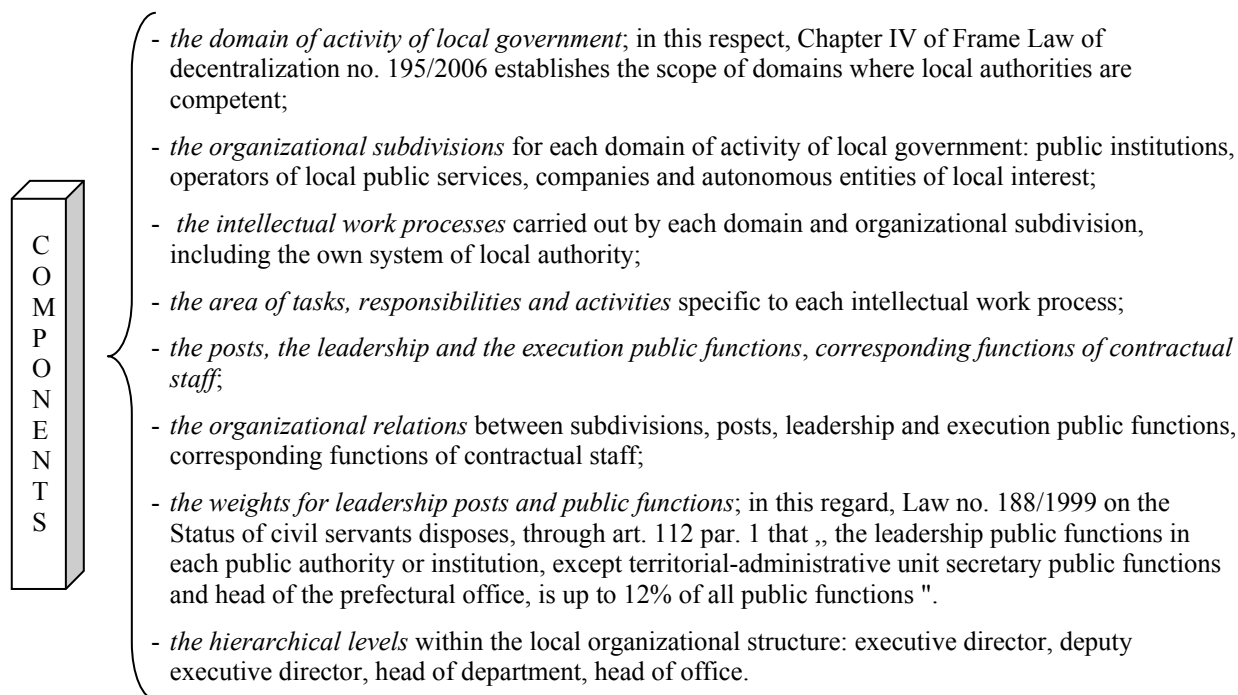


Figure no. 3. The components of local organizational structure

Source: processing from Filip, Petru, (2007), Managementul administrației publice locale. O abordare proactivă, Editura Economică, București, pp. 38-39

For how all these components fully chime with each other, the proper functioning of the entire local administrative system depends on.

Unquestionably, the powers of local government in the organization-coordination matter is an essential component through which the government from administrative-territorial units fulfills its mission and which influences the achievement of its objectives.

In the remit of the local council is the organization and functioning of the mayor's specialized staff, of the local public institutions and services and of the companies and autonomous administrations of local interest [3]. Similarly, the county council carries out duties on organization and functioning of the county council specialized staff, of the county public institutions and services and of the companies and autonomous administrations of county [4].

In this regard, Law no. 215/2001 on local public administration orders the following: the local council approve the regulation of organization and functioning and, at the mayor's proposal, the establishment, the organization and the positions of mayor's specialized apparatus, of local public institutions and services, as well as the reorganization and the positions of the autonomous administrations of local interest (art. 36 par. 3 letter a and b); county council approves the regulation of organization and functioning, the organization chart, the positions, the regulation of organization and functioning of specialized apparatus, as well as of the public institutions and services of county interest, as well as the reorganization and the positions of the companies and autonomous administrations of county interest (art. 91 par. 2 letter c).

In exercising these powers, deliberative authorities of the local government approves management tools (regulation of organization and functioning, organization chart) needed to configure a local organizational framework as operative.

By interpretation, the exercise of organization-coordination function in local government management is reflected in the local public administration authorities' obligation to ensure ergonomic organizational conditions necessary for the progress of the administration activity in the best conditions at the level of the administrative-territorial unit concerned.

In light of the foregoing, we note that both the establishment of local internal organizational framework and the ensuring the cohesion of its components, through the exercise of organization-coordination function, should be oriented towards a clear purpose, namely to achieve the objectives forecasted in local government.

4. BASIC RELATIONS IN THE ACHIEVING MOTIVATION FUNCTION OF MANAGEMENT IN LOCAL PUBLIC ADMINISTRATION

How the achievement of the proposed objectives is possible only through the involvement and participation of human resources, we can only imagine how important is the motivation function in the management of every entity. Putting people moving, motivation function conditions the effects of the other management functions.

From such a direction, W. Adamus believes that motivation reveals the action through which people are convinced to make further efforts, intellectual and physical, and to use their skills and capabilities to fulfill the objectives of the organization (Adamus, 2005, 2).

In connection with this function, professors I. Bordean and C. Tureac opine that, by exercising it in public administration management, the public institution staff is determined to contribute to the satisfaction of public interest (Bordean and Tureac, 2009, 29).

In a brief statement, A. Morariu thinks that motivation of civil servants is a way to streamline the public administration (Morariu, 2007, p. 139).

In our opinion, the motivation function in local public administration management brings together all the managerial processes involving training civil servants from the local government apparatus in achieving the objectives set by forecast function.

To facilitate the understanding the content of motivation function in management of the local public administration, we illustrate it schematically in the figure below (figure no. 4):

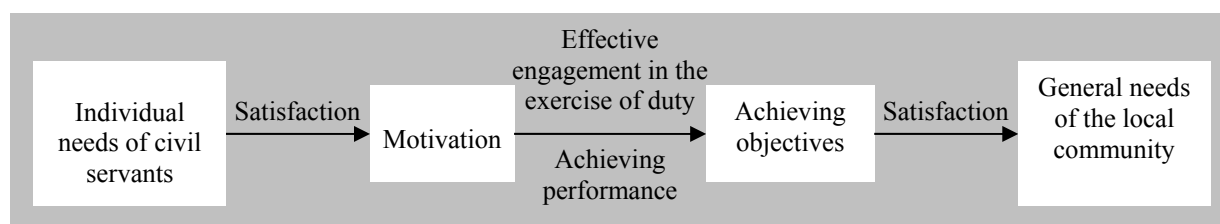


Figure no. 4. Schematic approach of the motivation function of the local public administration management

As shown in the figure, motivation ensure correlation between the satisfaction of individual needs of civil servants in the local administrative system, on the one hand, and the objectives achievement, on the other hand, destined to satisfy the needs of the local community. A civil servant whose own needs are satisfied will be motivated to achieve performance and put all its expertise available to the citizen, seeking to find the best solution to meet its interest. In other words, by this function it is performed the connection among *the satisfaction of private interests of civil servants - motivation - meeting the interests of the community in general*. The essence of the function of motivation is given by this trichotomy dimension.

The performance of local government is regarded as the extent in which, through the whole activity of civil servants and through local interest services offered, the entity government respond to citizens' expectations (Ștefănescu et al., 2010, 232).

At the level of an organizational, performance can be defined as a function of three factors (Popescu and Popescu, 2011, 142):

$$P_i = f(M, C, I),$$

(1)

where

P_i – the performance of a member of the organization

M – his/her motivation

C – his/her professional capacity

I – the image he/she has of his/her own role in the organization.

By applying at the local government level, the performance of this sector depends on the performance level of each civil servant who works in local structures, his/her motivation, the competence and the image that he/she perceives about his/her role in local government apparatus. Thus, according to the above formula, the motivation is one of the factors that influence individual performance of public servant.

By exercising motivation function of management in local public administration, public servants who work at this structure level are determined to achieve higher performance.

But achieving performance by civil servants in local administrative apparatus is related to their reward system. The current unified salary scheme and exclusion of bonuses and premiums from the whole administrative system will only lead to a demotivation of public servants, to a flattening of their performance, which ultimately will lead to a decline in service quality offered to citizens.

Beyond this shortcoming, by exercising the motivation function of management in local government the best solutions are looked for to stimulate all those implicated in the administration act, in order to satisfy the interests of the local community.

5. CONCLUSIONS

Amid those shown in the contents of this article, we conclude that the analyzed functions - forecast, organization-coordination and motivation, offer themselves as support for improving local government, both in terms of activity it performs, but also from structural point of view.

Without defining objectives and indicating actions to be taken in achieving them, without establishing optimal organizational framework and without training civil servants from local government in achieving the projected objectives, local administration process will prove ineffective and, consequently, serving the local public interest would be affected.

Overall, we noted that each of these functions and all alike influence, by being exercised in the management of local government, the good management of local communities affairs.

ENDNOTES

[1] These two aspects are retained, inter alia, by Androniceanu, Armenia, (2005), *Noutăți în managementul public*, Ediția a II-a, Editura Universitară, București, p. 37

[2] According to the Law no. 215/2001 on local public administration, the city council approved strategies for economic, social and environmental development of administrative-territorial unit (art. 36 par. 4 letter e); mayor prepares draft strategies regarding the economic, social and environmental status of territorial-administrative unit and submit them for approval to local council (art. 63 par. 3 letter c); county council adopts strategies, forecasts and programs of socio-economic development and environment of the county, based on proposals received from local councils; it dispose, approves and monitors, in cooperation with local communal and town authorities interested, the necessary measures, including the financial ones, to achieve them (art. 91 par. 3 letter d).

[3] According to art. 36 par. 2 letter a of Law no. 215/2001 on local public administration

[4] According to art. 91 par. 1 letter a of Law no. 215/2001 on local public administration

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