



THE 18TH EDITION OF THE INTERNATIONAL CONFERENCE
EUROPEAN INTEGRATION
REALITIES AND PERSPECTIVES

Study on the Use of Tools of Management on the Performance of Local Public Administration

Tincuța Gudană Vrabie¹, Nicoleta Constandache²

Abstract: Performances in a certain sector of activity are related to its basic element, the beneficiary of the work/product/service. In order to know the level of performance within public entities in relation to knowing the level of coverage of needs in communities, it is necessary to develop, implement, analyze and improve some standard and alternative mechanisms for their evaluation. Everything that is delivered to the community, from the local public administration, must be quantifiable. This quantification of public administration performance can be realized through the voluntary use of managerial tools to help manage all types of existing resources and what can be attracted. Consolidating and developing the use of tools and methods for evaluating the performance of public entities is possible by knowing their reliability and impact.

Keywords: public entity; planning; strategy; management systems

JEL Classification: H83; L25; M14; M15

1. Introduction

The resources that the public administration has or will attract must be used in a responsible way to strengthen the provision, provision and assurance of public services. Thus, the managerial tools, methods and mechanisms must have a regulated framework that allows the local public administration stability and predictability of revenues. The focus will be on the intercalation and correlation of strategies with management and economic -financial resources, and thus the efficiency of the public sector will be ensured.

Performances in a certain sector of activity are related to its basic element, the beneficiary of the work/product/service. In order to know the level of performance within public entities in relation to knowing the level of coverage of needs in communities, it is necessary to develop, implement, analyze and improve some standard and alternative mechanisms for their evaluation. Everything that is delivered to the community, from the local public administration, must be quantifiable. This quantification of public administration performance can be realized through the voluntary use of managerial tools to help manage all types of existing resources and what can be attracted. Consolidating and developing the use of tools and methods for evaluating the performance of public entities is possible by knowing their reliability and impact.

¹ Dunărea de Jos University of Galati, Romania, Address: Domneasca Street 47, Galati, Romania, Tel.: 0757572699, e-mail: vrabietincuta@yahoo.com; tincuta.vrabie@ugal.ro.

² Danubius University of Galati, Romania, Address: Blvd. Galati, no. 3, Galati, 800654, Romania, Tel.: 0751033849, Corresponding author: constandache.nicoleta@univ-danubius.ro.

2. The Objectives and Motivation of Scientific Research

The study carried out within the public sector in the South-Eastern Region of Romania represents an action through which an attempt was made to identify the real situation within the public entities of local interest in the 6 counties and to track the way in which the instruments for evaluating the performance of local public services are used.

Since the statistical information currently available regarding the structure of the public sector and performance evaluation tools is not detailed at the regional, county and institution level, obtaining data with a guiding role could be achieved with the help of a questionnaire among key regional actors with a decision-making role in the field.

The main premises from which the study started are the following:

- ✓ Deliberative and executive administrative authorities, as well as every manager of public sector bodies, must know the mandate given to increase the quality of local public services, under economic and legal conditions;
- ✓ The tools for evaluating the performance of local public services should be objective, for example BSC, KPIs and SWOT Analysis;
- ✓ The practical way of introducing some management systems within the local public services, to take into account the performance evaluation of the local public services.

3. Research Methodology

The researched community is represented by public sector bodies from the six counties of the South-East Development Region of Romania (Buzău, Brăila, Constanța, Galați, Tulcea, Vrancea), in number of 126, as follows: deliberative authorities and county interests, executive authorities of county seat municipalities and cities, commercial companies and autonomous governments where the deliberative authorities are shareholders, local and county public entities.

Method of collecting information. The questionnaire support had predetermined questions and they were submitted to the level of public entities in the Region. The identification data of the respondents were identified from the public space, respectively the official websites of the institutions with the highest level of representativeness at the level of each county.

The sample size is determined by the number of public entities (126) that were identified as a result of public information.

The data and information were managed and interpreted in 2021 and in the period following the receipt of the answers, without returning with new requests for clarifications or additions.

4. Analysis and Interpretation of Results

The purpose of this analysis was to identify for the local public administration (county and local) in the South-Eastern Region of Romania, the major transformations to which the administration was subjected after 1989 and after the entry into the EU in 2007. The transformations and processes that met the public sector determined a European connection and correlation of structures.

Analyzing and interpreting the results in terms of the use of local public administration performance evaluation tools, highlighted a very low interest from public sector representatives, so that out of 126

public sector entities (institutions and public, commercial companies of interest local or county, autonomous kings of local interest), answered 39, which represents 30.95%:

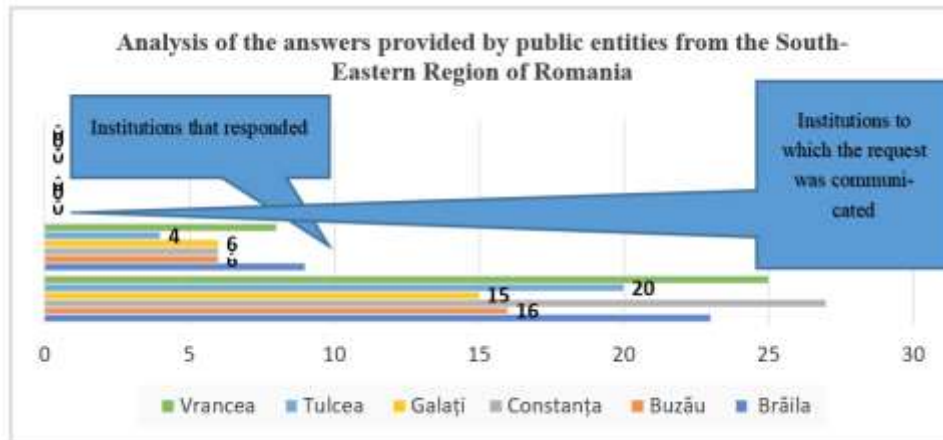


Figure 1. Analysis of the Answers Provided by Public Entities from the South-Eastern Region of Romania
Source: processing authors

In order to **identify the existence and use of a strategic planning system at the local public administration level in the South-Eastern Region**, out of the total of 126 entities participating in the study, 39 public entities responded. Only 21 local public entities state that they have implemented a strategic planning system, 6 public entities admit that they have not implemented a strategic planning system and 13 local public entities, although they responded to the request, did not answer clearly, which can be interpreted that there is no strategic planning system at their level.

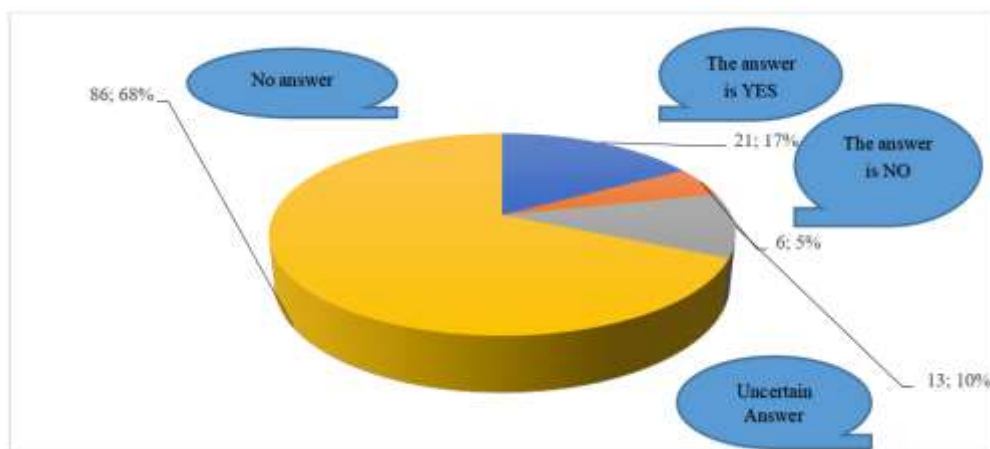


Figure 2. Global Score of the Existence of a Strategic Planning System at Public Sector Entities in the South-Eastern Region of Romania

Source: processing authors

Therefore, it is necessary for local public administrations to adopt a simple and immediate method for funding regarding strategic planning, for the training and professional development of employees

The existing internal/managerial control system at the local public administration level was identified in 25 entities, and 2 public entities did not implement this system. Out of the 126 requests submitted, a response was received from 39 public entities and 12 entities, although they responded to the request, did not give a definite answer, which can be interpreted that there is no internal/managerial control system at their level.

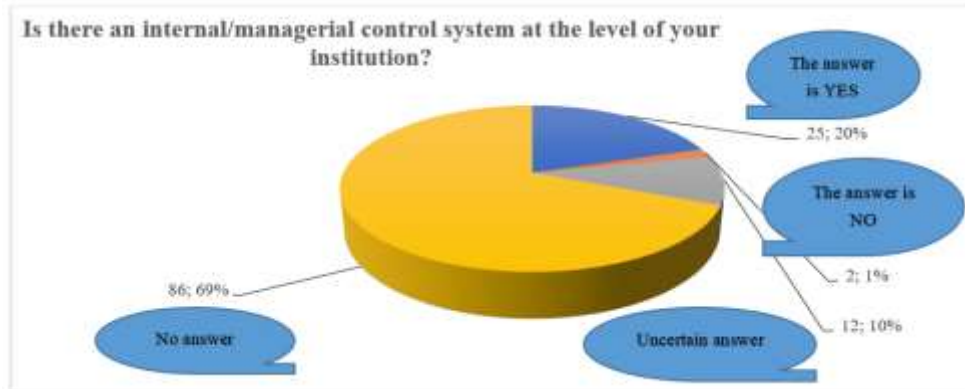


Figure 3. Global Score of the Existence of an Inter/Managerial Control System at the Level of Public Sector Entities in the South-Eastern Region of Romania

Source: processing authors

Although, at the national level, it is an approach based on action directions for the management standards and the SCIM, it is observed that at the local level, respectively on the region, a dynamism of the SCIM implementation process is required by involving managers at all levels.

Local public administration, through local public services, must impose itself and actively participate in their strategic planning, and actions must be taken and policies implemented from national to regional, respectively local level. Identifying the minuses and completing them with correlated and correlative measures of the inter/managerial control system at the entity level, will highlight the important role that the local authority has for the promotion and implementation of existing strategies at the national level.

The development strategy is present at the level of 24 public entities out of the 39 that responded, while also 12 entities, although they responded to the request but did not give a definite answer, which can be interpreted that there is no strategy at their level Development.

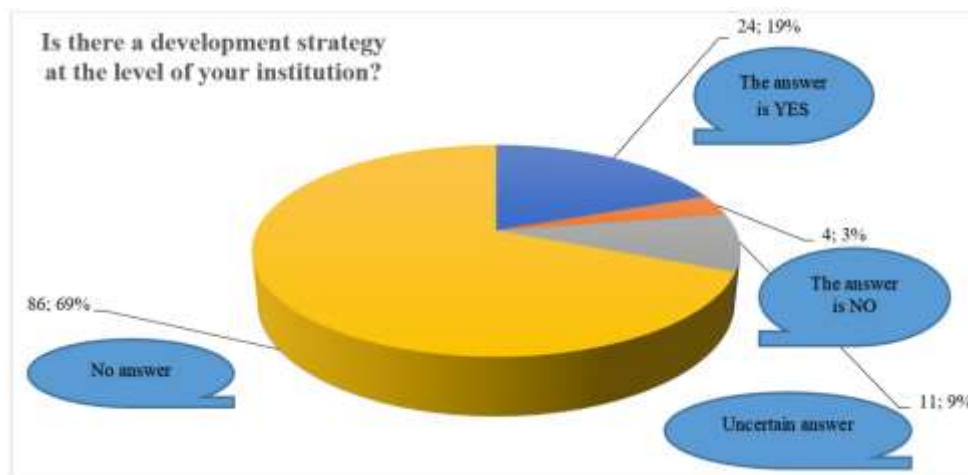


Figure 4. Global Score of the Existence of a Development Strategy at the Level of Public Sector Entities in the South-Eastern Region of Romania

Source: processing authors

The organizational structures of the local public administration have understood that they must develop development strategies, in a transparent way towards the beneficiaries and to whom they should be allowed access to information of public interest, otherwise this right is well regulated in the Romanian legislation.

To highlight the extent to which the **Balanced tool is used Scorecard** in the implementation process aimed at improving the performance monitoring and control process, from the total of 39 public entities that participated in the study, 3 public entities state that they use or are in the process of acquiring BSC, 20 public entities do not use BSC and 16 public entities, although they complied with the request but did not give a definite answer, which can be interpreted that they do not use BSC.

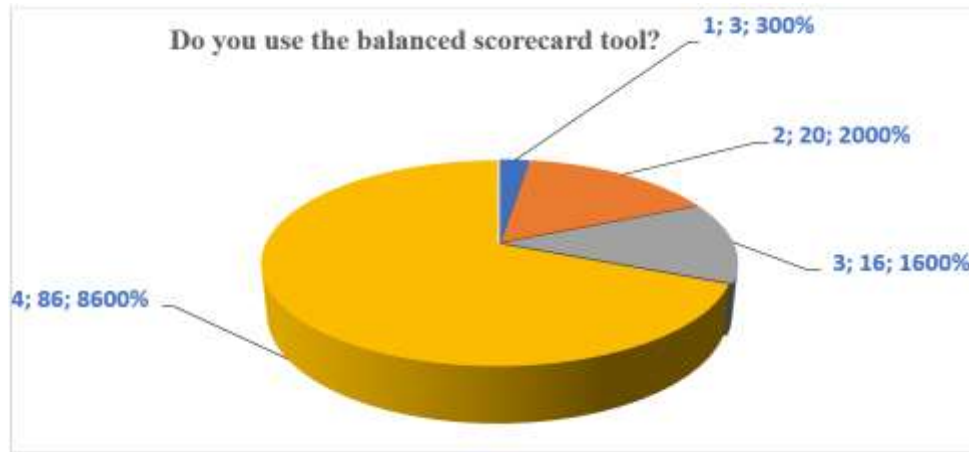


Figure 5. Global Score of the Use of the BSC Tool at the Level of Public Sector Entities in the South-East Region of Romania
 Source: processing authors

The local public administration entities that will use the BSC will be beneficiaries of a performance monitoring system from a financial perspective, beneficiaries, internal processes, learning and development. This tool will allow the transposition of objectives from the top managerial level to the last managerial level. Although it is not recognized as a tool used, components of its perspectives are used, which, at some point, may lay the foundations for a use of the BSC in local public administration.

The use of annual KPIs is practiced at 4 local public entities. 17 local public entities answered that they do not use KPI indicators and 18 public entities, although they responded to the request but did not give a definite answer, which can be interpreted that there are no KPI indicators at their level or if there are, they are not used at the maximum level .

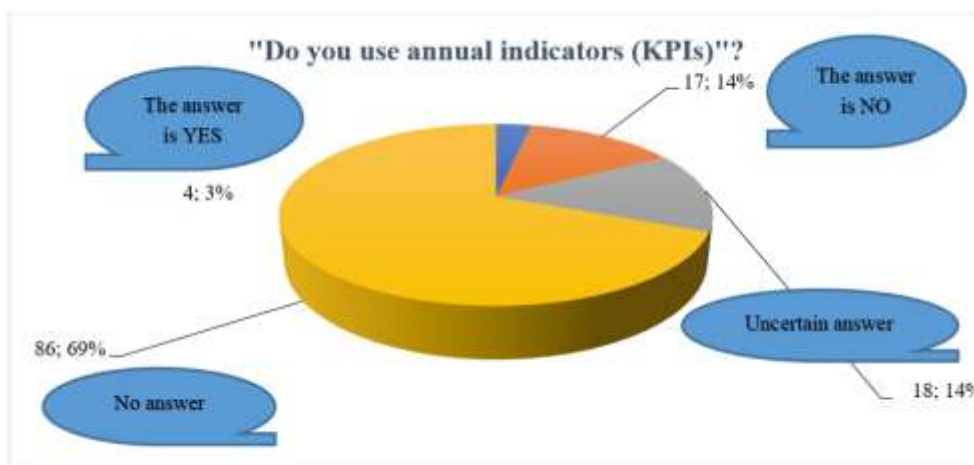


Figure 6. The global score of the use of KPIs at the level of public sector entities in the South-Eastern Region of Romania
 Source: processing authors

In the public administrative system in Romania, the first step was taken in terms of standards, strategies and financial allocations, so that later, each of the types of public services identified at the level of each administrative-territorial unit would clearly define and quantifiable, their measurement.

It is important for the public administration to use mechanisms that ensure transparency of the use and utility of public funds. The use of a coercive mechanism must be concurrent with a stimulating one and thus the continuity of the two will be ensured.

It is indicated that also in the public sector, key indicators for performance evaluation should be developed, thus ensuring the correlation of policies and strategies. These indicators will need to track the internal and external components of service delivery and assurance. Thus, the indicators practiced and followed by the management within the local public administration must be closely related and follow the perspective of the beneficiaries.

The existence and use of SWOT analysis can be found at the level of 19 public entities. SWOT analysis is not used at the level of 7 local public entities and 13 public entities, although they responded to the request but did not give a definite answer, which can be interpreted that there is no SWOT analysis at their level.

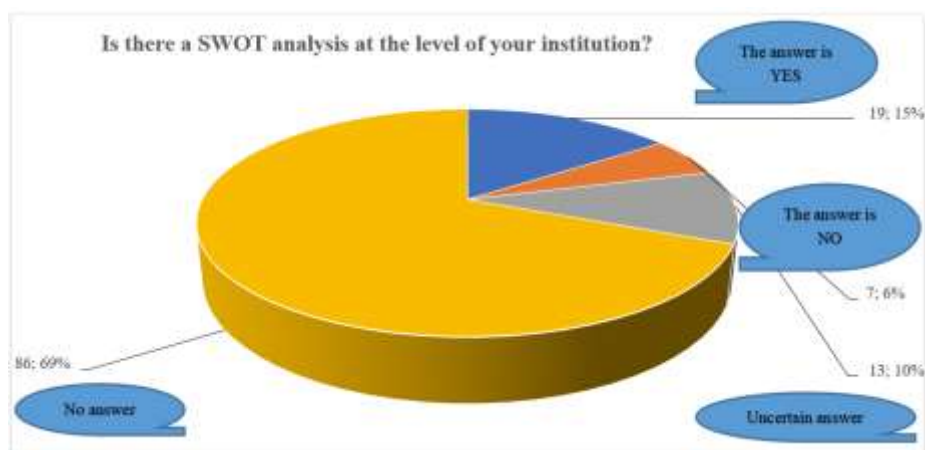


Figure 7. Global Score of the Existence of SWOT Analysis at the Level of Public Sector Entities in the South-Eastern Region of Romania

Source: processing authors

The practice of administrative-territorial units, through the public services they provide, as well as the industrialization of some areas, demographic growth for some suburbs, development or development impasse for some areas, are processes that expand and which in turn lead to the provision of public services or there where appropriate, train public-private partnerships, depending on the coverage area. The SWOT analysis can and must represent a concept of sustainable development policies for communities but also for the region as it exceeds the limits of the administrative-territorial units of the component counties.

5. The Results Recorded After Processing the Respondents' Answers

From the analysis of the 6 questions that tried to identify the use of management tools on the performance of local public services, it follows that out of the total of 126 entities participating in the study, a number of 39 public entities responded. This aspect reflects the fact that:

- Affirmative answers show the interest of local public entities for an evaluation of the performance of public services provided and provided to citizens;
- The negative answers emphasize a lack of knowledge or total disinterest in the performance of the public services provided and provided to citizens;
- Uncertain answers attest to the fact that although a certain activity is not being carried out and that certain performance evaluation tools are not being used, the managers do not assume an acknowledgment of this fact. The references indicated on their website may highlight a lack of foundation in the aspects addressed or a lack of knowledge of the field;
- Entities from the regional public sector that did not respond, although the request was made based on the legislation, show an indifferent and even negative attitude to the identification of evaluation tools.

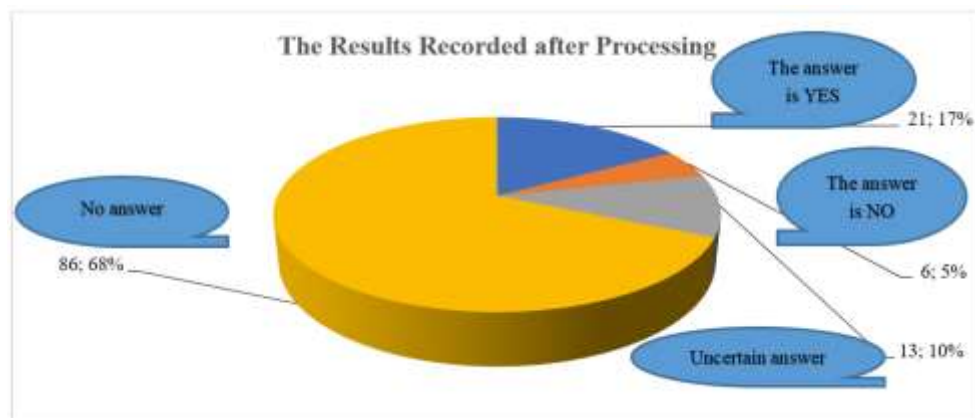


Figure 8. Global score of the results recorded after processing the answers of the respondents from the South-Eastern Region of Romania

Source: processing authors

The implications of national and local policies and strategies must be of interest to the management practiced in local public administration that is closely related to the claims and demands of the beneficiaries and the community, but also of the public sector and the private sector. The focus of managers of local public entities on the use of managerial tools and methods must highlight an identification and extension of those used by their guardian authorities. Thus, some management excesses will be eliminated both in relation to the public sector and in relation to the beneficiaries, and the social needs of the citizens will be solved, highlighting the orientation of the managers towards the collective, towards the citizens.

The establishment, approval, change and modification of management systems are determined by the evolution of society and the knowledge of rights by citizens.

The economy of local public services is based on social aspects and their justification must be based on the existence of natural monopolies on the economic market, the insufficiency of insurance as well as the inefficient management of public services by the central authorities, but also the coordination carried out by the state structures, in centralized system. For these reasons, it came to be that the activity in certain fields of public services was taken over by the bodies of the local public administration authorities, which led to a bilateral administration-citizen interaction, by increasing human and technical capital.

The administrative-territorial units showed inclinations on social needs and realized visions on different terms of achievement (long, medium and short), with direct consequences on local public services. The

difficulties of the adaptability of local authorities to take over the direct tasks of ensuring local public services were based on the architecture of the political class of the deliberative authorities, the weak or even bad substantiation of the conditions for the establishment and organization of local public services, but also the lack of decision-making transparency of the issues of each activity sector. Thus, in the same Region, we have institutional bodies with management structures and execution structures different in size, in terms of attributions and responsibilities, and even in name and main object of activity.

Also, the development and complexity of the local public administration activity determined the imposition of managers, management systems and local public services, sometimes without taking into account social needs, but only the possibility of developing non-social sectors.

Issues regarding the professional mobility of managers have led to a recognition of the responsibility of local public authorities in terms of the recruitment, appointment, evaluation and sanctioning of managers, as more and more managers in the public sector are placed from one management structure to another, and managerial cyclicity is taken from the zero point, which causes inefficiency for a certain period of time.

6. Conclusions

The practical way of introducing some management systems within the local public services can be achieved by two methods. A first method can be to introduce the management system that focuses on the performance indicators of the board of directors existing at the level of each local public service and where this collective management body does not exist, the performance indicators should focus accordingly on each level of management. A second method can be the introduction of an evaluation system by citizens, evaluation that must be done without aspects of anonymity, so that the personal data of the one who evaluates is made available to the decision-makers, in the knowledge of the case.

References

- Aubrey C. D. (2007). *Performance Management. Strategies for obtaining maximum results from employees*. Iasi: POLIROM.
- Blackman D. (2021). *Performance Management in the Public Sector*. Australia: Elgar Handbooks in Public Administration and Management.
- Bracci, E.; Tallaki, M.; Gobbo, G. & Papi L. (2021). Risk management in the public sector: a structured literature review, *International Journal of Public Sector Management*, Vol. 34 No. 2, pp. 205-223. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/IJPSM-02-2020-0049/full/pdf?title=risk-management-in-the-public-sector-a-structured-literature-review>.
- Buckingham, M. & Coffman, C. (2004). *Manager against the tide. What do great managers do, differently from others*. Bucharest: ALLFA Publishing House.
- Burduș E. & Popa I. (2016). *Reproiectarea managementului organizației/ Redesigning the management of the organization*. Bucharest: Pro-Universitaria.
- Caracota D. M.; Bleotu V.; Cioמוș V.; Păun D.; Zaharia V.; Bucur C. R.; Ștefan M. C. & Dogaru M. M. (2012). *Management, performanță și risc / Management, performance and risk*. Bucharest: University Publishing House.
- Căpraru M., (2004). New formulas and mechanisms for managing local public services. *Economic Magazine and Local Administration*, Public Services Section, no. 8/August, pp. 15-16.
- Ciora C. (2013). *Analiza performanței prin crearea de valoare / Analysis of performance through value creation*. Bucharest: Economic Publishing House.

- Ciurileanu R. (1996). *Controlul propriu al agentului economic. Regii autonome și societăți comerciale. Unități din țară și străinătate / Own control of the economic agent. Autonomous kings and trading companies. Units from the country and abroad.* Bucharest: Economic Publishing House.
- Cole A. G. (2004). *Management. Theory and practice.* Science Publishing House.
- Dincă D. V. (2013). *Serviciile publice locale din România. Evoluție și reforme / Local public services from Romania. Evolution and reforms.* Bucharest: CH Beck.
- Dobrin C. (2005). Satisfaction evaluation techniques customers. *Economic Tribune Magazine.* Marketing-Sales Section, no. 46, November, pp. 61-64.
- Dogaru M. M.; Zaharia V.; Ștefan C.; Năstase G. & David E. (2018). *Rolul managementului în gestionarea eficientă a activității firmei / The role of management in the efficient management of the company's activity.* Bucharest: University Publishing House.
- Drucker P. (2018). *About the manager profession.* London: Routledge Publishing House.
- Dulschi S. (2019). *The administrative system - component of the social environment.* Public Administration Magazine, no. 2, p. 20. Retrieved from https://ibn.idsi.md/ro/vizualizare_articol/78332.
- Dumitrașcu V. (2005). *Managementul organizației. Concepte modern / Management of the organization. Modern concepts.* Iasi: Sedcom Libris Publishing House.
- Dumitrașcu V. (2016). *Servicii și utilități publice. Economie. Management. Strategii. Politici / Public services and utilities. Economy. Management. Strategies. Politics.* Bucharest: University Publishing House.
- Eschenbach, R. & Hlmut, S. (2014). *Controlling profesional. Concepte și instrumente / Professional controlling. Concepts and instruments.* Bucharest: Second Edition, revised, Economic Publishing House.
- Fischer, E.; Reuber, A. & Dyke, L (1993). A Theoretical Overview and Extension of Research on Sex, Gender and Entrepreneurship. *Journal of Business Venturing*, vol.8, no. 2, pp. 151-168. Retrieved from https://econpapers.repec.org/article/eejbvent/v_3a8_3ay_3a1993_3ai_3a2_3ap_3a151-168.htm.
- Fryer K.; Jiju A. & Ogden S. (2009). *Performance management in the public sector.* International Journal of Public Sector Management, Vol. 22 No. 6, pp. 478-498. Retrieved from <https://doi.org/10.1108/09513550910982850>
- Horvath & Partners (2007). *Controlling. Sisteme eficiente de creștere a performanței firmei / Controlling. Effective systems for increasing company performance.* Bucharest: CH Beck Publishing House.
- Hyung W. L. (2019). Moderators of the Motivational Effects of Performance Management: A Comprehensive Exploration Based on Expectancy Theory. *Public Personnel Management Journal*, vol.: 48 issue: 1, pp. 27-55. Retrieved from https://www.researchgate.net/publication/326210465_Moderators_of_the_Motivational_Effects_of_Performance_Management_A_Comprehensive_Exploration_Based_on_Expectancy_Theory.
- Ion M., (2004). Trends in the configuration and efficiency of public sector management. *Romanian Economy Review*, no. 1 (27), Year XIV, vol. 18, pp. 64-71.
- Ionesei Gh. (2003). *Mathematical models in economics.* Bucharest: Academic Publishing House.
- Maxim E. (2004). *Diagnosticarea și evaluarea organizațiilor / Diagnosis and evaluation of organizations.* Iasi: Sedcom Libris Publishing House.
- Mbati D. M. (2021). Impact of performance management and development system on employee motivation at Mafikeng local municipality. *International Journal of Public Sector Performance Management*, ISSN 1741-105X, Vol. 7, No. 1.
- Opreșcu C. (2016). *Tendențe actuale în relația dintre managementul resurselor umane și sistemul integrat de management / Current trends in the relationship between human resources management and the integrated management system.* Bucharest: Economic Publishing House.
- Stanciu D. (2004). *Managementul, soluția eficienței / Management, the efficiency solution.* Bucharest: MATRIX ROM.
- Stegăroiu I.; Dima I. C.; Petrescu M.; Cucui I. & Năbârjoiu N. (2007). *Econometrie managerială / Managerial Econometrics.* Bucharest: Carol I Defense University.
- Stegăroiu I.; Dima I.C.; Cucui I. & Petrișcu M. (2007). *Cercetări operaționale aplicate în management / Operational research applied in management.* Bucharest: AGIR Publishing House.

Van Dooren W.; Bouckaert G. & Halligan J. (2015). *Performance Management in the Public Sector*. London: Routledge Publishers.

Vătămănescu E. M. (2014). *Teorie și diagnoză organizațională / Theory and organizational diagnosis. Landmarks for efficient management*. Bucharest: Smart Publishing House Books.