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Topic: Role of a good management in the public sector in the Republic of Macedonia

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Abstract. Management of an organisation is a very sensitive matter which involves many aspects. The most important aspect of a good management is to do the things which are necessary and in the correct places in order to achieve higher effectiveness which is desired by all the management staff. In order to achieve this a good manager needs to possess abilities to envision the future development of the section he's in charge of by applying proper strategies. Motivation, proper management of the staff, setting goals that need to be achieved and proper rewarding of the people are things that are necessary to be applied.

The most important thing crucial to the public sector as a significant part of a nation's economy is good management of people. The significance of proper motivation of the staff is also crucial.

This paper will discuss these aspects and especially the aspect of implementation of good management in the Republic of Macedonia. The economy worldwide indicates serious changes especially in the public sector. The aspect of role of the managers in the process of moving forward and applying good management policies will also be discussed paying special attention of the decision making process, motivation, and rewarding of the staff in the public sector.

Nevertheless, one thing that has to be also noted is proper and regular training of the employees in the public sector in order to raise their performance by doing things efficiently and in such way to achieve the desired effectiveness.

Empirical research that was made and which will be shown here will emphasize the level of good management implementation in the Republic of Macedonia and the areas that needs to be improved.

Keywords: Good management, public sector, effectiveness, proper management of the staff, decision making.

Introduction

In the course of the 21st century the global economic development its challenge and complexity as a whole create needs for good management policies. The public sector itself represents an enormous apparatus of a state, and cannot be isolated from the surrounding processes which demand changes in that area too. The managers of the public sector have to improve their knowledge in managing the staff strategically in order to achieve higher level of effectiveness.

This work will show some of the characteristics of a good management policies of the public sector and it will show some results of the empirical research made in the Republic of Macedonia that will show some areas that show what kind of management policies are currently applied.

Characteristics of a good management

Applying good management strategies has aroused from the need of the ongoing pace of activities, making daily decisions under pressure, focusing on the crucial matters that need direction and initiative as well as prioritizing matters that are of fundamental importance of an area in the public sector run by a management staff. The responsible manager of the area has to have strong management capabilities because in order to give directions, regardless of being short or long term he / she has to be aware of the environment, both internal and external, and to be aware of the constant and continuous changes and fast pace of the environment as well.

The changes in the needs of the society, the trends in the politics, relations between governments, fiscal policy and expectations of the citizens as well make constant changes in the responsibilities in both the state and local government as well. Capability to anticipate these changes and effective adaptation to them requires responses that are flexible, forward-looking and efficient which labels strong management capacity able to strategically provide these responses.

According to Nirmal Kumar Betchoo [13] there are 9 areas that need to be considered when it is aimed to apply good management strategies. However, these are by no means absolute since the society is changing continuously so some others may arise in the future.

These are the areas:

1. Appraise the needs and concerns of the public service in the future.
2. Understand seismic shifts in the public service.
3. Develop strategies to build a citizen-centric government.
4. Develop the cluster concept in the public service.
5. Use analytics to better define the future public service.
6. Identify selected visions of the public sector in the future.
7. Apply digital democracy to the digital citizen.
8. Learn the need for crowdsourcing in the public sector.
9. Appreciate the effort of innovative collaboration in the public sector.

The needs and concerns of the public service in the future represent the uncertainty that the public sector has to deal with and at the same time to provide effective services and cope with the constant changes. The table below shows the seismic shifts in the public service that is what was and what should the public service be like:

• Citizen under control	• Citizen in control
• Governing for citizens	• Governing with citizens
• Organisation silos	• Organisation networks
• Public sector organisations as big, all-in-one giants	• Public sector organisations as small, flexible, purpose-driven entities
• Government as service provider	• Government as service facilitator/ broker/commissioner
• Government owning inputs and processes	• Governments and citizens owning outcomes
• Measuring outputs	• Measuring outcomes
• Forced cooperation based on enforcement	• Mutual collaboration based on trust
• Trust in the ‘strong leader’	• Trust in each other, the ‘servant leader’

¹³ Nirmal Kumar Betchoo, Public Sector Management: A Millennial Insight 1st edition, 2016 1-287

Table 1. Seismic shifts: Bridging from now to the future^[14]

As it can be seen the shape of the policy for the public services has shifted towards the citizens, the public sector has stop to being self-centered, it should measure the quality of the provided services and the managers has to be mutually cooperative.

Build a citizen-centric government implies that the citizens should also take responsibility for the outcomes and this is achieved by involvement of citizens, that is, end users in the design and the future development of the services.

The development of the cluster concept in the public service requires development of the processes such as innovation, knowledge, and supply-chain. However central coordination is needed due to external nature of some of the activities and raising the meaningfulness of the dialogues between the public and the private sectors and that means involvement of internal ministries and/ or internal agency committees that will make the concepts, the designs and will respond to the policy recommendations.

The usage of analytics will provide raising the efficiency of the operational level of the public sector, reduce of the costs, optimisation of the public sector workforce and managing risks as well, and the services that need to be provided to the citizens will not be disrupted by this activity.

Selected visions of the public sector in the future and applying digital democracy to the digital citizen are seen as applying digital means in the public sector services. This also directs to the development of e-government and e-services as the modern era and the development of the society dictates.

The modern development requires the need for crowdsourcing in the public sector and it is recognized now that it is very important to reveal the preferences among different options (i.e. public opinion), measuring the levels of support for specific actions and examining or testing for ideas or suggestions.

The effort of innovative collaboration in the public sector is understood as recognising the power of social innovation, and the activities include establishment of legal entities which will facilitate the innovations by funding the promising innovative models.

In the addition to all the said above motivation must not be forgotten. The public employees have to be motivated as motivation itself creates feeling of appreciation and meaningfulness for the person's efforts to perform and the performance itself will be increased if the employees are rewarded frequently.

An insight of the management of the public sectors in the Republic of Macedonia

The way the areas in the public sectors are currently managed in the Republic of Macedonia is shown with a research [15]. The public employees are those who are directly involved in the public sector and their responses are plausible. This research shows a scientific insight and clear picture of the reformation processes and their presence and / or non-presence as well as their slowness which naturally become an obstacle in the further development in the further development of efficient and effective public administration. The research was conducted in period July-August on 610 respondents. The group of respondents included the employees in the ministries, state agencies and municipalities: managers, professionals and professional-administrative officials.

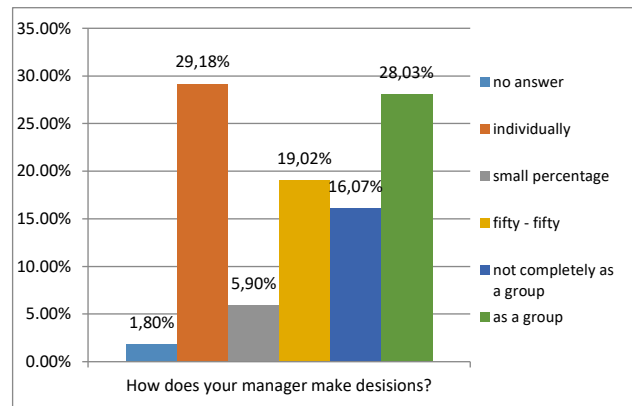
The research itself covers various areas but for the purposes of this paper the following are extracted as the most important.

¹⁴ Nirmal Kumar Betchoo, Public Sector Management: A Millennial Insight 1st edition, 2016 1-287

¹⁵ Xhemaili, Sejdi Strategic management in the public sector in the Republic of Macedonia (PhD thesis), Skopje 2014,

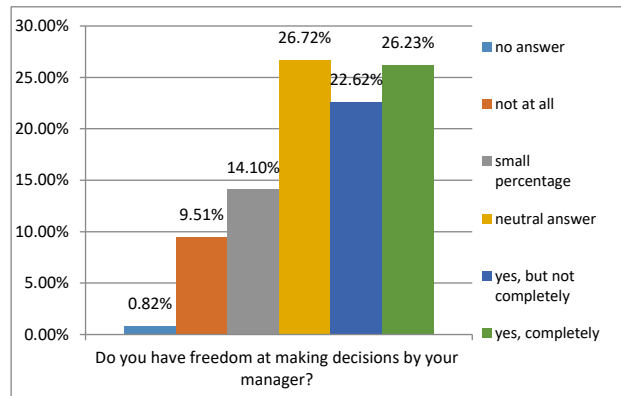
The first picture shows the answers to the question and covers the way managers make their decisions.

The analysis showed that 29,18% of the responders consider that their managers make individual decisions which means that in up to 1/3 of the institutions covered by the research autocratic way of managing things is still present. This fact is not good if it is compared with the 28,03% responses that show group way of decision making process.



Picture 1 How does your manager make decisions?

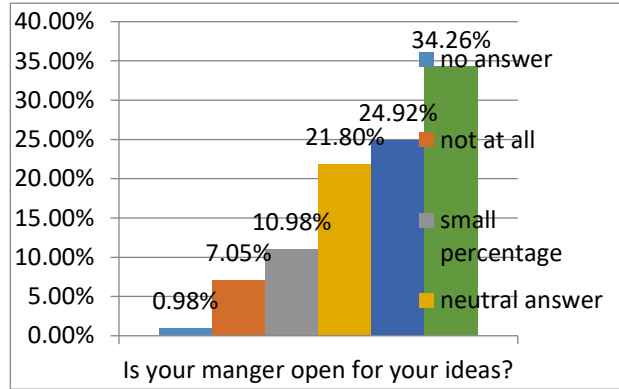
The second picture shows the level of freedom given to employees by their managers.



Picture 2 Do you have freedom at making decisions by your manager?

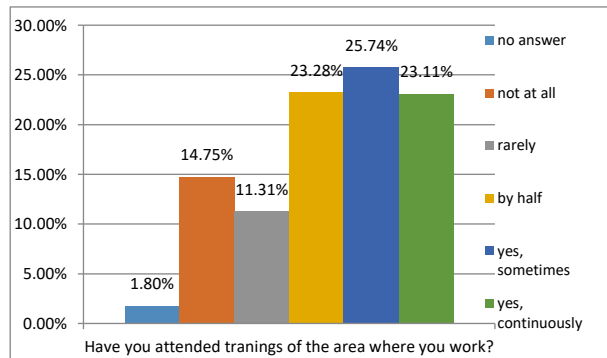
Complete freedom at making decision by their managers have 26,23% which is not a satisfactory percentage especially if it is about respondents from whom sometimes is required to make decisions in the absence of their managers. The data of 51,15% (if the responses neutral, small percentage and those without the freedom of making decisions are added) are almost without freedom of making decisions brings concerns since this high percentage shows presence of autocratic management in those organizations.

Openness for ideas, that is, whether the managers are open for the employees' ideas show the data in the following picture.



Picture 3 Is your manager open for your ideas?

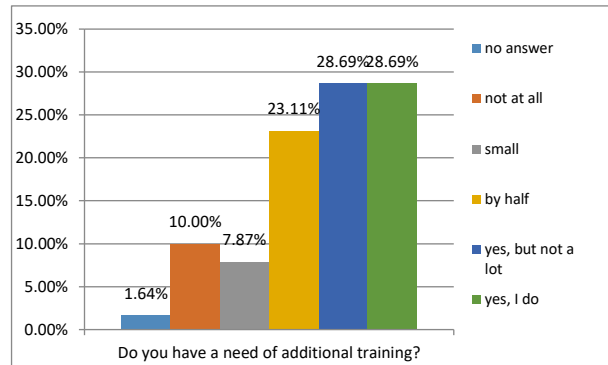
Regarding to openness for ideas 34,26% and 24,92% or total of 59,18% from the managers are almost always open for ideas of the employees, yet a high percentage of 40,82% remains with those managers who do not allow their employees to show creativity and to express their ideas. The training of employees is also very important so the next question goes to that i.e. the respondents were asked about attending trainings for the specific work areas.



Picture 4 Have you attended trainings of the area where you work?

The training attendance of 23,11% and 25,74% i.e. total of 48,85% cannot be positive way of movement since a large portion of 51,15% goes to respondents who answered that they have never or rarely attended trainings of the areas where they work. Global changes are influencing the national changes which do not make the organizations of public administration immune and thereto they have to pay attention to appropriate training of their employees.

As a support of the previous question the respondents were asked if they have a need of additional training.



Picture 5 Do you have a need of additional training?

An indicator showing that 28,69% and 28,69% i.e. total of 57,38% of the respondents feel that they do have a need of additional training of the area where they work which is necessary if we intend to follow the constant changes in the environment.

All the indicators that were listed above show that the public administration in the Republic of Macedonia has a long way to go in order to achieve satisfactory progress towards the reforms and to gain efficient and effective modern administration.

Conclusion

As the nature changes the society changes too. The modern 21st century has brought fast economic, business and social pace. Nothing can be kept in a shell – so the inertness of the public administration has to be eliminated. There are areas that need to be improved and changed and to shape the future looks of the public administration. It has to be understood that the public service has shifted the way of the providing their services and that it is now more than obvious that it has to serve the citizens. On the other hand, the awareness of the citizens has to be risen and they have to take responsibilities too in shaping and improving the public administration.

The Government – both, the State and local has to find way to motivate and finance the innovative positive processes and to improve the dialogue between the private and the public sector. Creating e-government public services needs to be speed up, there are some attempts in Republic of Macedonia but they are far from sufficient. The necessity of conducting on-line researches shows up where citizens can be asked about many issues and the responses may be used for further improvements.

Training, as it is seen out of the research, is additional point that public administration employees have to receive. That will improve their performance in their working places and the performance of the organisation will be better too.

Last but not least is motivation. It must be present – it is human nature to be praised and rewarded. By doing so the management will raise the self-confidence at the employee and that should be done at regular intervals.

All in all reformation process is slow and it takes time but it also needs initiative from the current management of the public sector to conduct the changes in full.

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Resources:

1. Betchoo, Nirmal Kumar, Public Sector Management: A Millennial Insight 1st edition, 2016
1-287
2. Xhemaili, Sejdi Strategic management in the public sector in the Republic of Macedonia
(PhD thesis), Skopje 2014