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THEORETICAL APPROACH ON THE ROLE OF MANAGERIAL COMMUNICATION IN PUBLIC INSTITUTIONS

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Abstract

The Romanian Government has faced extensive changes in the last period regarding its operating plan, in what was meant to accomplish and the actions of the political representatives and citizens, their tasks and responsibilities. In this paper we have attempted to identify the main factors with direct influence on management of public institutions starting from the communication management. The result of the research showed that leaving aside and not taking into account the strategic perspectives, preparation in terms of poor management of administrative factors are elements that detract from public institutions and from here the lack of initiative and flexibility needed for their operation.

Introduction: New Public Management Paradigm versus Traditional Public Management

Out of the numerous researches on public management, two have managed to impose themselves as paradigms, influencing public management in many countries. Weber's bureaucracy is the traditional system of public management. The second theory is that of the new public management that was developed in the late '70s and which was imposed in most OECD member countries.

Traditional public management system is based on a set of basic features, thus (Child and McGrath., 2001, p.135-149):

- the Administration is a tool of the Executive;
- the rules are objective and are known by the public, they are clearly written so as to form a legal framework that does not leave place for interpretations;
- the positions/functions are depersonalized: the advantages of a function are related to the position and not the person who occupies it;
- the officials' behaviors are standardized by rules, representing an important way of ensuring discipline;
- the officers do not possess the technical or financial resources for management; therefore they must take account of their use.

The new public management, considered a set of techniques and methods taken mainly from the private sector, has witnessed a pronounced development. The specific new public management reforms have achieved the transition from traditional public administration to public management today. New public management is defined as "a vision, an ideology or a set of approaches and specific managerial techniques mainly in the private sector" (Pollit, 1994, p.1).

New public management is viewed as an essential element of the managerial vision (Ferlie et al, 1996, p.9), as a system of thought based on ideas generated in the private and public sector (Hood, 1991, p.3-19). It ensures the transition from traditional public administration to public management (Lane, 1994, p.139-151)

Public management reforms of the new type were determined by a complex of economic, social, technological and political factors. A common feature of countries that have chosen this path lies in the experience of the economic and financial crises, which have questioned the effectiveness of public management and had to reduce the costs associated with the provision of public services. Regarding the developing countries, the new public management reforms have been carried out in the context of structural

adjustment programmers, mainly as a result of external pressures.

A study by the OECD has emerged and specific methods and techniques of the new public management have been used to bring about changes in the management of public services in countries which have an economic and social environment relatively unstable. These practices and techniques were commonly referred to as generic new public management or the new managerialism (Ferlie et al, 1996, p.16).

The literature argues that the development and availability of information technology is a fundamental condition to ensure tools and structures necessary to implement managerial reforms in the public sector (Greer, 1994, p.151).

The experts in the field of management and organizations have rejected the distinction between public and private organizations as pure simplicity or inconsequential matter. Other specialists asked to develop a domain that recognizes the distinctive nature of public organizations and public management. Meanwhile, the politicians from around the world are struggling with decisions involving goods worth millions of dollars, in connection with the privatization of state activities and the appropriate role of the public and private sectors. Governmental organizations status as public institutions has a major influence on their environment, their goals and their values, and therefore their characteristics as well. This characterization joins those who see public organizations and public managers as being special enough to deserve special consideration.

Research Methodology

At the beginning of the scientific approach we conducted a thorough documentation on the activity of the specific management activities, management of communication in the public institutions, as well as the impact of this type of management to improve the work of public institutions. Starting from the work of documentation, we have set up a database with a sufficient amount of information that has allowed us to emphasize and to understand the phenomena and processes addressed in a private manner, concrete and keeping the logic of the enunciated ideas. We could also observe the existence of difficulties in analyzing the level of domain knowledge; these difficulties are related to the more pragmatic side than the theoretical one.

The Results of the Research

Institutional Consolidation is a complex process of strengthening, adapting to changes and diversification of the institutions through which it is conducted a political, economic, social or cultural process, etc. This is an essential process for the construction of an enlarged European Union

and to bring closer administrative reform and every member country to its citizens. Public administration capacity comprises the totality of the systems through which the institutional consolidation and other changes are needed at the central or local level.

Starting from Peter Drucker's (2001) idea that: "Managers must carry out essential things. They must realize the situation: between two streams of time.", the management team of the Organization, before making major decisions regarding subsequent developments, they must identify the phase in which the Organization is, because certain decisions that produce success in a stage in the life cycle of an organization can determine the failure in another stage.

In every phase of its development, the organization faces a set of specific life-cycle issues in which it is, but also unexpected challenges.

In order for these problems to be quantified, we must identify the indicators that provided meaningful information. If you can't measure, you can't control it. If you cannot manage, you can't improve and you can't be performing (Kueng and Krahn, 2004).

The common factors of any type of organization are: people, objectives, structure and management. The interaction between people, goals and structure and the ability to manage effectively human and non-human organization determines its success or failure, as well as its level of performance.

For any kind of organization there are four kinds of general processes:

- of communication;
- decision-making;
- performance evaluation;
- development of positions.

The Organization's communication management is a state of mind, an instrument for exercising the attributes of leadership, a justification and decision-shaping, a set of skills in the approach of human and organizational relations.

Managerial communication is a management tool that starts with information about the result of decisions which, in turn, produce effect and returns to the decision (Drucker, 1999, p.47-57), thus making possible the implementation of the objectives and results with planning.

One of the main components of the management activity is the exchange of information and messages, conducted between the leader of the Organization and his subordinates, as well as between the latter.

Institutional Communication is today increasingly more developed in public

organizations. Thus, the major public enterprises have specialized departments on the subject and retain their public image thanks to sustained policies and activities.

The activity of public institutions is accompanied by communication, contributing to its optimum achievement. It also responds to the needs of public sector organizations to assert the specific role, bringing to the attention of the citizens the obligations and the powers to be assumed.

Conclusions

It becomes increasingly important, both for the administration and for its clients-contributors, that some interest groups, citizens, political authority develop communication channels with the world of business.

By accepting the idea that public authorities must, through their activities, pursue the general interest of the population, we can agree that the government institutions have the obligation to reach out to members of local communities and to maintain a permanent contact with them. To this end, public administrations must communicate, must be open to dialogue, must respect and consider the citizen.

Communication with the public is the form of communication that accompanies the work of public institutions in order to satisfy the general interest, and messages sent to include information in the public interest. So, communication to the public shall make citizens know the existence of public organizations, their functioning and their responsibilities, the level of legality and the timeliness of decisions. At the same time, by public communication should be reached the knowledge of the needs and wishes of population, because public institutions through the roles and responsibilities that they have, should meet, realizing such a general interest. This represents the foundation of optics for marketing in public administration.

At present, worldwide, we can see very clearly that specific field of communication is increasingly structuring the sector.

Public communication is intended to convince that through institutional policies carried out, as well as through public decisions taken; the general interest is followed, also obtaining the adhesion of the citizens.

The citizen must be informed about the existence and functioning of public services, he should be listened to when expressing grievances and his wishes and needs must be taken into account.

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