

The Impact of Managerial Activities on the Effectiveness and Efficiency of the Public Institution

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Abstract

The way in which the manager carries out his activities determines that public institutions are effective or ineffective. Inefficiency or inefficiency occurs when the manager fails to properly coordinate efficiency or effectiveness factors. In order to be effective and efficient, managers of public institutions must carry out other types of activities than those provided by traditional management functions, such as communication activities, human resources management activities, networking activities. In the paper we aim to quantify the impact of these categories of activities on the efficiency and effectiveness of public institutions. The investigation carried out within three public institutions reveals the importance of communication and human resources management activities in the perception of the responding managers.

Key words: managerial activities, efficiency, effectiveness, public institutions.

J.E.L. classification: M12.

1. Introduction

Luthans et al. (2016) reveal that managers typically perform functions within traditional management activities (planning, decision-making, organization, coordination, control), communication activities (routine information exchange and document handling), human resource management (reward management, training and personal development, conflict management and staffing) and networking activities (socializing and interacting with outsiders). Effective managers (those who achieve the goals of the organization) perform more communication activities, human resource management activities and less traditional management activities, while networking has nothing to do with managerial effectiveness, but more with apparent effectiveness.

The paper aims to identify the impact of the categories of managerial activities on the efficiency and effectiveness of public institutions. After making an introduction and a presentation of the theoretical foundations, we presented the research methodology and the main findings of the research, as well as the conclusions.

2. Theoretical background

Every manager at any level represents the organization and its interest in front of subordinates and the external environment. As representatives of the organization, managers communicate the objectives and values of organizations to their subordinates, as well as to people outside the organization (Bocean and Sitnikov, 2015; Sitnikov et al., 2017; Stanciu et al., 2010). These activities (communication, human resource management activities) are influenced by factors related to management style, because these factors highlight how and what managers in public institutions do while performing these roles effectively or ineffectively (Meier and O'Toole, 2010). Also, the factors related to the management style highlight the leadership qualities expected from effective and efficient managers, which they combine, while performing managerial functions to provide direction and good leadership of their subordinates (Varzaru. And Varzaru, 2009, 2013, 2016). The success or failure of managers in managing management-related factors depends on

their ability to manage communication and human resource management activities, which have the greatest contribution to managerial effectiveness and efficiency according to Daft et al. (2010).

Factors of organizational effectiveness, those related to employees and the workplace are managed by the manager in the activities of traditional management functions (Friar and Eddleston, 2007). According to Daft and Marcic (2012), traditional management functions have a smaller contribution to the effectiveness and efficiency of managers than communication, human resource management activities, while networking activities do not make a significant contribution to managerial effectiveness and efficiency.

3. Research methodology

To examine and explore managers' perceptions of the effectiveness and efficiency of public institution management and the impact of managerial activities, we undertook a qualitative study on a sample of 34 employees, employed in the management of three public institutions in Dolj County: Alexandru and Aristia County Library Aman, Craiova City Hall - Tax Department, respectively SC Salubritate Craiova S.R.L. Although S.C. Salubritate Craiova S.R.L. is a commercial company, this entity is under the coordination of Craiova City Hall and the Local Council of Craiova Municipality and provides public services as a sanitation operator with delegated activity on the territory of Craiova municipality. Therefore, this company complies with most of the rules imposed on public institutions.

The questionnaire for analyzing managers' perception of public institution contains socio-demographic variables, variables that characterize managerial activities that can influence the effectiveness and efficiency of public institution management, and variables that characterize managers' perceptions of the level of effectiveness and efficiency of public institution.

Following the investigations undertaken on the specialized literature, we built two hypotheses that were subjected to research:

H1. More than half of the respondents among managers consider that the level of effectiveness and efficiency of the public institution is high.

H2. Respondents among managers believe that traditional management activities have the greatest impact on the level of efficiency and effectiveness of the public institution.

For research we will use statistical analysis of frequencies and analysis of the association between variables (Chi-square test).

4. Results and discussions

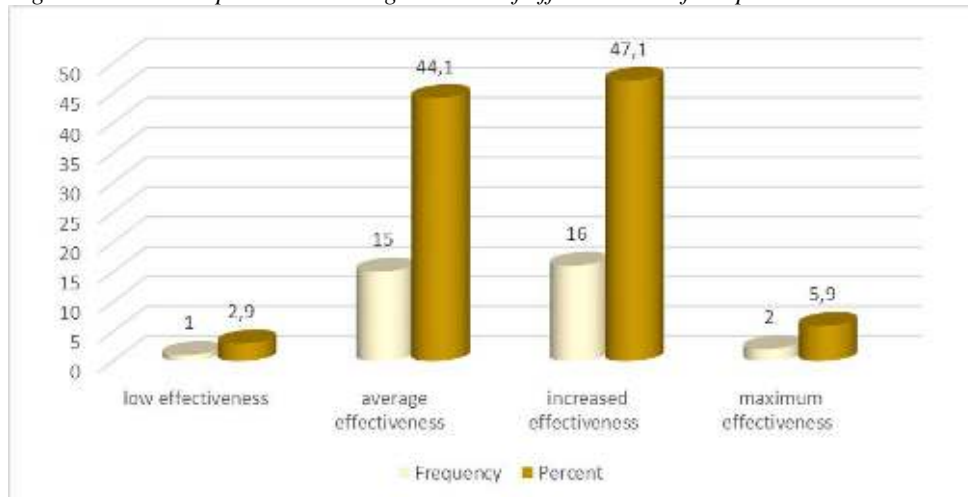
Analyzing the managers' perception regarding the effectiveness (the degree of fulfillment of the objectives) of the public institution in which they work, a balanced distribution of answers can be observed, slightly inclined to the right. There is no manager who considers the activity of the public institution ineffective and only a manager who considers the effectiveness of the activity to be reduced. Approximately an equal number of respondents consider that the institutions show an average effectiveness and an increased effectiveness (figure no. 1). It can be seen from the analysis of figure 1 that more than half of the managers consider that the institution in which they work has an increased and even maximum efficiency, which shows their confidence in the management style used.

In order to investigate the association between socio-demographic variables and the individual variable that illustrates the managers' perception regarding the level of effectiveness of the public institution, we performed the Chi-square test. A significant association was recorded between the individual variable that illustrates the managers' perception regarding the level of effectiveness of the public institution and the institution: $\chi^2 = 20,348$, $df = 6$, $p = 0.011 < 0.05$ (table no. 1).

Table 1 also shows the perception of managers' employees regarding the level of effectiveness of the public institution depending on the institution.

Depending on the institution, most respondents who give a high level and maximum effectiveness to the public institution are found in the Alexandru and Aristia Aman County Library (75%). The weakest perception regarding the level of effectiveness of the public institution is held by the managers within the Tax Department of the Craiova City Hall (33.3%).

Figure no. 1. Perception concerning the level of effectiveness of the public institution



Source: Built by the author based on the data collected

The managers from Salubritate Craiova offer balanced answers between average effectiveness and increased effectiveness.

Table no. 1. Chi-square test on the level of effectiveness of the public institution depending on the institution

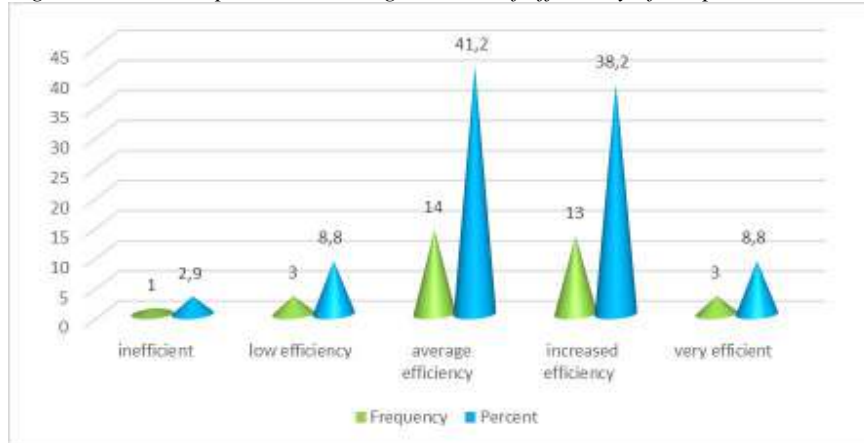
	Value	Df	Asymp. Sig. (2-sided)			
Pearson Chi-Square	20.348	6	0.011			
Likelihood Ratio	19.994	6	0.125			
Linear-by-Linear Association	0.232	1	0.267			
N of Valid Cases	34					
			Institution			
			Alexandru and Aristia Aman County Library	Tax Department of the Craiova City Hall	Salubritate Craiova	Total
2	Count	0	1	0	1	
	% within effectiveness	0.0%	100.0%	0.0%	100.0%	
	% within institution	0.0%	8.3%	0.0%	2.9%	
3	Count	2	7	6	15	
	% within effectiveness	13.3%	46.7%	40.0%	100.0%	
	% within institution	25.0%	58.3%	42.9%	44.1%	
4	Count	4	4	8	16	
	% within effectiveness	25.0%	25.0%	50.0%	100.0%	
	% within institution	50.0%	33.3%	57.1%	47.1%	
5	Count	2	0	0	2	
	% within effectiveness	100.0%	0.0%	0.0%	100.0%	
	% within institution	25.0%	0.0%	0.0%	5.9%	
Total	Count	8	12	14	34	
	% within effectiveness	23.5%	35.3%	41.2%	100.0%	
	% within institution	100.0%	100.0%	100.0%	100.0%	

Source: Built by the author based on the data collected

Investigating the perception on efficiency (meeting the objectives with a minimum consumption of resources) of the managers of the public institution in which he works we noticed that there are several managers who consider that selected public institutions are less efficient, being even a manager who considers inefficient the institution's activity (figure no. 2). In this case, too, a relatively balanced distribution of responses can be observed with a slight leftward inclination.

In order to investigate the association between socio-demographic variables and the individual variable that illustrates managers' perception of the level of efficiency of the public institution management, we performed the Chi-square test.

Figure no. 2. Perception concerning the level of efficiency of the public institution



Source: Built by the author based on the data collected

A significant association was registered between the individual variable that illustrates the managers' perception regarding the level of efficiency of the public institution and the institution: $\chi^2 = 20.348$, $df = 6$, $p = 0.011 < 0.05$ (table no. 3).

Table 2 also shows the perception of managers' employees regarding the level of efficiency of the public institution management depending on the institution. Depending on the institution, most respondents who give a high level and maximum efficiency to the public institution are found in Salubritate Craiova, the business pattern giving it the opportunity to be a more efficient institution in the use of resources. The weakest perception regarding the level of efficiency of the institution's management is held by the managers from the Tax Department of the Craiova City Hall (33.3%), considering the public administration entity status.

Table no. 2. Chi-square test on the level of efficiency of the public institution depending on the institution

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.137	8	0.005
Likelihood Ratio	24.154	8	0.002
Linear-by-Linear Association	0.017	1	0.897
N of Valid Cases	34		

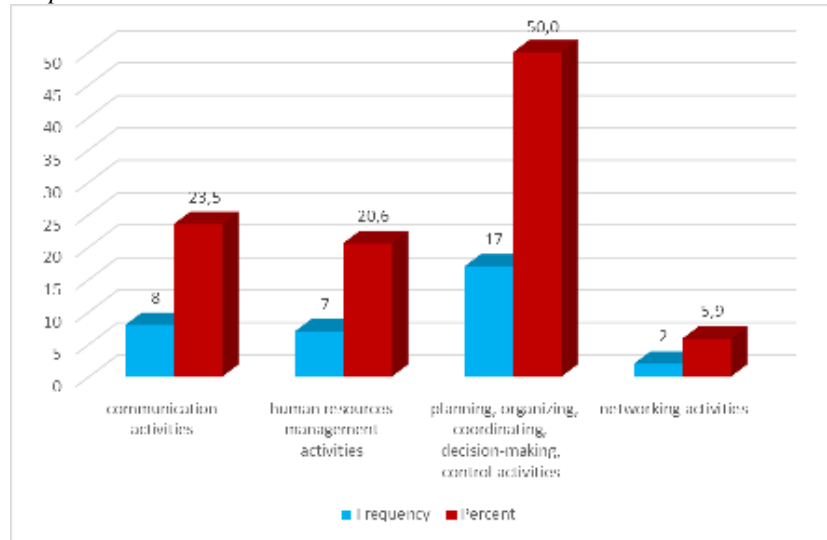
		Institution			Total
		Alexandru and Aristia Aman County Library	Tax Department of the Craiova City Hall	Salubritate Craiova	
1	Count	1	0	0	1
	% within efficiency	100.0%	0.0%	0.0%	100.0%
	% within institution	12.5%	0.0%	0.0%	2.9%
2	Count	0	1	2	3
	% within effectiveness	0.0%	33.3%	66.7%	100.0%
	% within institution	0.0%	8.3%	14.3%	8.8%
3	Count	4	7	3	14
	% within effectiveness	28.6%	50.0%	21.4%	100.0%
	% within institution	50.0%	58.3%	21.4%	41.2%
4	Count	0	4	9	13
	% within effectiveness	0.0%	30.8%	69.2%	100.0%
	% within institution	0.0%	33.3%	64.3%	38.2%
5	Count	3	0	0	3
	% within effectiveness	100.0%	0.0%	0.0%	100.0%
	% within institution	37.5%	0.0%	0.0%	8.8%
Total	Count	8	12	14	34
	% within effectiveness	23,5%	35,3%	41,2%	100,0%
	% within institution	100,0%	100,0%	100,0%	100,0%

Source: Built by the author based on the data collected

Following the research of hypothesis H1 we can say that this hypothesis is partially validated, the managers considering that the level of efficiency of the public institution is high, while the level of efficiency is average.

Analyzing the perception of the impact of activities on an effective and efficient management of the public institution, it can be seen that half of the surveyed managers consider that the traditional activities of management are those that ensure an effective and efficient management (figure no. 3). It can be observed from the analysis of figure no. 3 that in the second and third places at relatively equal percentages are found the activities of communication and human resources management, and in the last place indicated only by two of the managers are positioned the networking activities.

Figure no. 3. Perception concerning the impact of managerial activities on effectiveness and efficiency of the public institution



Source: Built by the author based on the data collected

Following the research of the H2 hypothesis, we can say that this hypothesis is validated, the managers of public institution selected consider that the traditional management activities have the greatest impact on the level of efficiency and effectiveness of the public institution.

5. Conclusions

Within the public institutions we can reveal the fact that the managers remained tributary to the traditional management specific to the bureaucracies of the public institutions. Luthans et al. (2016) show that managers typically perform functions in traditional management activities, communication activities, human resources management activities and networking activities, effective managers being those who carry out more communication and human resource management activities and less traditional management activities and networking. Based on the research results of Friar and Eddleston (2007) and Meier and O'Toole (2010) and Daft and Marcic (2012) Luthans et al. (2016), we believe that the management of public institutions must leave the paradigm of traditional bureaucracy founded strictly on the traditional functions of management to move into the new era of public governance, which involves in addition to exercising the traditional functions of management, carrying out effective communication process, networking and human resources management activities that can ensure a more efficient and effective management of public institutions. Studying the perceptions of the managers of the three selected public institutions, we found that they are aware of the need for communication and efficient management of human resources, but the bureaucracy that characterizes public institutions determines a greater influence of traditional management activities.

6. References

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