

## LEADERSHIP IN PUBLIC ADMINISTRATION

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***Summary:** Leadership today is the key factor for the success of the organization as well as its most expensive resource. In organizations leadership is associated with changes; the leader is tasked with creating changes and adapting the organization to changes in the environment. Successful business in the modern world is based on the unity of three components: a modern organization, modern technology and efficient management, or leadership. The transformation of traditional public administration is characterized by a series of conflicts within the scope of competence of the bureaucracy and the effectiveness of public administration, professionalism and political interest of operation, where the leadership holds a crucial role.*

***Keywords:** Leadership, public administration, organizational changes*

### 1. INTRODUCTION

Managers are expected to be leaders, to possess the knowledge, skills and vision and invest additional effort in order to be successful in the organization that they manage. The manager's is to mobilize, motivate and coordinate efforts of employees towards the achievement of common goals. Probably the biggest challenge that leaders are faced with today is to maintain their own competitiveness in the constantly turbulent and stressful environment (Kotter, 2012, pp 18).

Robert Kaplan believes that leadership is a key driver of change in the organization, making, therefore, leadership one of the important determinants of the success of the organization. Kaplan defines the process of leadership within through key roles: the implementation of strategy at all levels of the organization together with stimulation and directing of changes in the organization. It is exactly these two key roles that belong to the leaders of the new age and are the key to success of contemporary organizations (Kaplan & Norton, 2008, pp. 132).

### 2. PUBLIC ADMINISTRATION REFORM

Public administration reform should go in two directions: perform work in the best possible way, and spend as little as possible (Vinzant & Crothers, 1996, pp 457-476). These changes mean altered management approach to public administration in which bureau-

cratic decision-making should be replaced by a complex set of standards of expertise. The aim of public administration is to improve and become more efficient, and in order to achieve this it needs significant organizational change.

According to Sand, objectively speaking organizational changes in public administration are influenced by the following: (Sand, 2010):

- development of technics and work technologies;
- change of activities and competence of labor;
- centralization and decentralization;
- changes in personnel;
- globalization and integration processes.

The following principles could be applied to the public administration reform in the Republic of Serbia:

- modernization and Europeanization;
- effective leadership;
- strengthening of the administrative capacity of the state administration;
- rationalization of the state administration;
- decentralization of state administration;
- de-politicization of service in state bodies;
- achievement of better public service and orientation towards results gained by transparency, openness and de-bureaucratization (Public Administration Reform Strategy in the Republic of Serbia, 2008).

Today, we insist on the development of modern management system, whose focus is no longer the process as such, but the results and effects. A shift to a culture of high performance occurs when there is pressure by the global environment in which leaders are expected to achieve more with fewer resources. The concept of performance management in the public sector is based on our intention to improve the standard of service and achieve the desired results.

In his book *Performance Leadership, 11 better Practices that can ratchet up performances* (2006, pp 89-101) Behn emphasizes that leadership in public administration is most often placed in the second place, considering that it is improvement of the organization and build-up of the system and not the effectiveness and achievement that holds the primacy. Behn lists 11 skills through which we can translate good practice from the private sector into the public sector:

- Skill 1. Clearly define the mission of the organization. Emphasize as often as possible what it is that the organization strives to achieve.
- Skill 2. Define which areas are hurt the most by lack of performance. Clarify what are the key mistakes that prevent organization to achieve its mission.
- Skill 3. Identify specific performance targets. Define the next new success to be achieved by the organization.
- Skill 4. Clarify the theoretical connection between the goals and the mission. Define how goal achievement can contribute to the mission achievement.
- Skill 5. Closely monitor and often report on progress, both individually and publicly.
- Skill 6. Provide operational capacities. Provide the teams with everything they need for goal achievement.
- Skill 7. Use small success and reward achievement. Find the reasons to show that achievement made by teams are both valued and appreciated.

- Skill 8. Use every opportunity to build respect. Make sure that employees feel that something has been achieved building, therefore, self-respect and environment of mutual respect.
- Skill 9. Double-check whether personnel achieve their goal in such a way that it improves the mission at the same time.
- Skill 10. Analyze a large number of indicators (both quantitative and qualitative), with the aim to determine how the organization can be improved.
- Skill 11. Act in accordance with the above skills and bring in changes in order to improve performance.

According to Behn, there are eleven skills used by successful leaders in public administration. He claims that – when it comes to public sector – we should reduce our effort in the area of leadership and organization improvement, and work more on building up a system that should never fail.

Administrative requirements are designed to force people to strictly stick to the prescribed rules, because that is the purpose of every single efficient public administration. Since there has been efficient, or at least legal state established almost everywhere in the world, it is time for leaders to take one step further and contribute to the improvement of the organization, not just respect the rules.

### 3. STRATEGIC LEADERSHIP IN PUBLIC ADMINISTRATION

The most important segments of strategic leadership in public administration are as follows:

1. Determination of a clear organizational vision and development of strategies that involve all components of the organization (Hamel & Prahalad, 1989; Ireland & Hitt, 2005).
2. Through development of human resources and organizational culture in line with the strategy of public administration, i.e. by improving the knowledge and skills of employees, leaders achieve in practice desirable working environment. Strategic leadership approach can be seen as a tool to adjust employees and strategies.
3. Establishing balanced control of efficiency is an important reform competence of strategic leadership in the public sector. Modern paradigm of leadership roles assumes management that is based on: results, achievements and improving the effectiveness of public administration. Strategic leaders have at their disposal a set of measuring methods, which make the evaluation of operational performance possible, as follows: degree of user satisfaction, level of cooperation within the departments as well as financial indicators (Kaplan / Norton, 2001).
4. Promoting performance management and creation of achievement based on values is the new concept of improving the effectiveness of public sector reform through norms, values and operational rules (Evans, 2009). Studies on public sector in the 21st century emphasize leadership responsibility and their performance as the two most important principles of management. Leadership responsibility is directly linked to the process of decision-making in the public sector and civil society, together with transparency both within the organization and towards the public (Graham, Amos, & Plumpton, 2003).
5. Leaders in public administration govern processes of the strategies of coalition connecting with all relevant stakeholders: they mobilize teams, create agendas as well as

strategies. Through maximization of the potential of the organization, its effectiveness and sustainability leaders align people with strategy, and harmonize the way business is transacted with the expected goals.

Integrity, management of information and knowledge are key determinants of effective leadership in public administration which aims to design and implement changes that lead to improving the overall efficiency of public administration in a democratic society. The agenda of effective leadership and leadership competencies in public administration includes:

1. Organizational change management to maximize the results of individual organizational units and public administration in general,
2. Designing effective and sustainable organizational structure of public administration with a clear definition of territorial jurisdiction,
3. Integration of structures, systems and teams in a functionally unified whole,
4. Transparent integration of planned tasks,
5. Integration of control, financial, regulatory and policy functions into an integral organizational practice,
6. Implementing and encouraging practical application of strategic management,
7. Integration of information systems, information flow and human resources into the planning process,
8. Determination of priority objectives and aligning them with the permanent change processes,
9. Analysis of errors and correction of their causes.

Public administration is the largest consumer and employer in most countries of the world and the creator of the rules for all other economic and other activities in society. Today's society requires the implementation of adaptable and innovative attributes into the method and manner of functioning of public administration, i.e. transformation of the traditional model of public administration into a modern and effective management structure.

The role of leaders in these complex processes is an agent for the organization and promotion of teamwork, productivity enhancement and balancing the budget spending. The goals of modern leadership and public sectors in the 21st century are: reduction of legislation, higher capacities of the organization, greater autonomy of employees and less hierarchy.

The reform strategy of leadership in public administration in Serbia should mean implementation of systemic changes and its promotion at all levels of functioning. The path through a multi-dimensional structure and nature of the changes involves the engagement of leaders who possess a wide range of skills and apply one and only very simple formula: analyze, learn and apply.

#### **4. CONCLUSION**

Improving the quality of business is the imperative of modern society and global trends. Implementation and establishment of a process of continuous improvement of quality through the application of various techniques of leadership is the basis for the development of productivity and establishment of a competitive advantage in the global market. Becoming a competitive organization in the XXI century requires a look at the entire

system, starting with the organizational culture, through the process, to strategy. Modern business conditions, tainted by the global financial crisis, bring into the limelight both leadership abilities and skills.

The current crisis has further strengthened dominance of the knowledge trend as the most important resource in business. Therefore, today it is clearer than ever that you can be ahead of competition only if you know more.

It is leaders who create new ideas, approaches and methods, introduce innovations and changes that are essential for growth and development and for creation of lasting competitive advantages in the market. Given the complexity of things that any leader must accomplish through organizational and managerial process, his performance is primarily determined by his competence and style of management he applies. The effectiveness of the leadership process depends on the skills of leaders to create a stimulating organizational culture and encourage the development of learning organizations. In order to successfully perform change management, leader must engage his personal capacity, competence and knowledge.

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