

Business management, management in the public sector

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Quality is a complex concept that is very important and developed in the private sector, and today is all heard the obvious need for introducing a quality TREATMENT public sector. While the quality of products and services is very difficult to determine (estimate), it is difficult to determine the quality of any organization or political quality of programs and strategies. Quality in recent years becomes increasingly important in public administration. Quality leaders are a group of principles, tools and processes for managing and improving public services. Thus, the introduction of quality management and quality treatment in public administration means enabling managers to reduce costs and improve services¹.

Quality can be a very attractive public administrataten; it helps various different sectors to better understand the needs of their communities. System quality is especially important public administrations sadly face increasing responsibility, Income and reduce mistrust and cynicism in their ability. Is to implement quality system is different to that of the organizations in each particular and very specific to a public administration.

The emphasis in this paper will be on how to improve the quality may increase the user's satisfaction of public administration, but not necessarily trust the administration, government and public sectors. To alo more confidence in public administration is needed broader concept of quality, which assesses the quality of public ndërveprimitvitaliteteve, Voluntary and private organizations that provide public services and collective problem solving.²

The purpose of this paper is to highlight key aspects of the modern system rather than quality, and its impact on organizations, and changes in organizations applying quality systems, with particular emphasis on the implementation of public administrations. Thus, an attempt

¹ Galbrajt, Dzone, Kenneth, "Dobro Drustvo: redosled humanitarian" Grme -Privredni pregled, Belgrade, 2001.P25

² Galbrajt, Dzone, Kenneth, "Dobro Drustvo: redosled humanitarian" Grme -Privredni pregled, Belgrade, 2001.P42

creating basic concepts and definitions, and can help in better understanding the quality of public administration.

There is little literature dealing with the problem of quality of service delivery in the public sector and the quality of public administration in general. The paper presented an attempt to contribute to the improvement of public administration work in Kosovo, using the principles and concepts of quality systems. certain and assessing the quality of governance and public administration, is perhaps the most demanding and very complex area, because this area is only now starting to research by PUBLIC ADMINISTRATION Public Administration is a term often happy in everyday life, and the fact that we sure what that term means ii what to bring.

Public administration deals with the political organization of ethnic government programs, their implementation tear, and behavior of officials and administrators who are responsible for their actions. There are different opinions about defining ita public administration ", Public Administration generally not accepted definition for volume, which includes public administration so large and controversial, it is easier to explain this term, but defined.

On the other hand, the notion of public administration can be explained by the laws, regulations and legal state laws.³

MANAGEMENT SYSTEM QUALITY PUBLIC ADMINISTRATION

Even though a new system of quality management system in public administration, which is not saying that public administration was not past-oriented quality. Quality has always played an important role in public administration, at least tacitly ago, but its importance case times have changed:⁴

First quality in terms of compliance with standards and procedures;

The second quality in terms of effectiveness and

The third quality in terms of customer satisfaction.

In the first case, the quality and the lack of known arbitrary, it is necessary formal correctness.

Of course, in this case the event, geared towards user or client lacks. This sense of the quality of public administration corresponds to the notion of quality first, quality when viewed only as a technical compliance with specifications. know the quality of the public sector in the U.S. and

³ Halachmi, Arie; Bouckaert, Geert, "Public productivity through quality and Strategic Management ", IOS Press, Amsterdam, 1995

⁴ By Beltrami you (1992.770)

Western Europe is mentioned in the late 1960s when he became the target-oriented management popular in public administration.

However, it seems that the discussion has become somewhat abstract, because the division between public and private sector over there to such an extent many countries in Western Europe. As a result of the introduction and management of quality public services can be provided by the public, enhanced performance PUBLIC ADMINISTRATION

Quality system can be defined as "a set of interlocking or I interact with each other using those elements that are different s and resources to achieve goals related to quality"

Quality management system is a system management approach that aims to continuously improve value for users WATER / customer design and progress organizational processes and systems.⁵

Quality system strategies and plans of the organization are integral components of an integrated, comprehensive holistic approach to any organization facing a user / customer.

Construction and operation of public administration should strive to continuously improve the quality of their services and improve the overall quality of public administration as an organization. it is necessary to constantly set goals and gradually, through time is approaching these goals. In this in order to improve the effectiveness and efficiency of the organization, that is, the overall system. This all makes the process of improving the quality of public administration.

The need to improve effectiveness and efficiency in the public sector and reduce public spending, women associated package of measures of introducing market mechanisms in the public sector. Although success varies from country to country, these principles, however, be regarded as the world trend.

This trend is probably under the influence of values in a building are known to have an important role in multilateral organizations, civil society, media and civil. Such an approach has manifested a weak but significant decline of traditional power structures, reduction of hierarchical tendency for citizens and citizens have the right to vote, the direct impact on the performance of public duties.

⁵ Kernaghan, Kenneth. "Public Administration" in The Canadian Encyclopedia. August 20, 2010.

To improve the overall quality of public management, it is essential that they are characterized by the following features those steps toward government reform and overcome the historical burden, including including setting ethical standards to prevent corruption expression, improving internal communications, rebuke and transparent information technology, human resource management focused on quality work.

The country needs to reform public administration in terms of gaining access to European funds and represent the interests of its citizens in European integration processes. Furthermore, there still exist and no formal administrative standards adopted by the EU. in various European forums to discuss best practices and methods of developing and / or improving the management and establishment of a quality system in public administration and in the future can be expected to establish such standards.

It is therefore of paramount importance to know the public administration to understand ourselves not only as a service that provides public goods and services, but also as a national company will measure its success, among other things, the satisfaction handed over to public services. This includes its ability to form shapes coordination and present a public interest Kingdom of Denmark is one of the smallest, 3 and developed in Europe. 4 member of a Scandinavian welfare or 5 places which states, in exchange for extremely high taxes, citizens anima 6 offers full service Social Security. Regardless of the amount of tax, Denmark is considered to be one of the most pleasant places of life.⁶

Denmark is a member of the European Union since 1973.

Its structure, Denmark is a constitutional monarchy headed by Queen has only ceremonial powers. Executive power in the hands of the government led by the Prime Minister appointed by the Queen four years. the Prime Minister was appointed Chairman of the Party, which has a majority in Parliament Folketingtu. The two main parties are liberal and social democratic, and in 1909 the neither coalition government authorities, nor Parties had an independent majority in parliament. Prime Minister a "number of ministers and ministries and appointed and dismissed. However, once appointed, ministers have autonomy in their work."⁷

⁶ Vidanovi, Ivan, "New nik socijalnog rada" Tyre-ERC, Belgrade, 2006

⁷ Greve 2006 p 164

Now Danish central government consists of the Prime Minister's Office, 18 ministries and 57 ministerial agencies.⁸

Great Britain

"New Deal" Roosevelt marks the beginning of the American variants of the welfare state. It was a time of faith in the public sector and the growing interest in public affairs. The postwar prosperity and growth of the welfare state led to the strengthening of the role of government in many sectors of society and the accompanying belief in the rationality of government policy (politics), ie planning.

The oil crisis of the seventies of the twentieth century resulted in severe budget shortfalls in all Western welfare states. Eighties were years of bitter without budget cuts, the public sector and its programs. The necessity to reduce costs and increase effectiveness and efficiency has been utilized to increase. In such environment are becoming increasingly vocal demands for business management and applied public sector.

New Public Management (New Public Management) is an umbrella term for a number of reforms the public sector, to be implemented over the last two decades in most OECD countries, developing countries and countries in transition. These countries are mutually radically different in terms of their economic, socio-political, cultural, constitutional and institutional characteristics, including the way in which Water Management. Even in developed countries like Western major administrative change. However, it seems that reform models do not show the same degree as it shows the diversity of the administrative system reform.

Given the number and scope of reform initiatives British model became the model for the OECD countries, but also for strong financial institutions (IMF and World Bank) as the donor model "recommended" (imposed) Countries-addicted team donations, whether they belong to the world countries in transition or developing countries.

The reason is that the British model itself embodies the full extent of neoliberal thought, which witnessed the apotheosis of the past two decades, as well as perform neoliberal principles in practice the whole range of reforms that directly affect the public sector.

⁸ Ginnerup et al 2007 p2

With economic reforms focused on the functioning of the market release of state intervention, public sector reform to follow the same logic of blurring the distinction between "javPerko-Separovic, I., new public management ... Pole.⁹

Private to the public sector. "This is a challenging application of the concept of political economy caused even more damage to the idea that the public sector contains a small group of unique and special institutions. Examine the management or the public sector was to examine the situation in the context of its broader relations society and economy, and by this logic, neoliberal principles are applied in the field of social policy and economic policy ^{10"}

With this development governance related phenomena good ideas (good governance and better management) based on the concept of appropriate policy reforms. The idea is taking form and content of the new strategy of political conditionality used by multilateral and bilateral donors, when they helped the countries in transition and developing countries. As a logical extension of the previous strategy of economic conditionality of structural adjustment reforms, this new approach is conceptually ambiguous (unclear) and inconsistent practice.

In contrast to the perspective of public policy, which is attracted to the steady stream of action and activities which highlight: the political context in which acts of public administration, organizational and personal network that creates and provides policy, successes, failures and desires of current policies and enforcement mechanisms so compelling results, as well as the central concept of state essential to understand the relationship between political and administrative system, and between politics, economy and society - a new public management perspective is shaped by neo-liberal economic principles and subjected to critical review of the size, role and structure of the sector public within the limits of the developed world. It is claimed that in many countries the public sector as planned

The driver of national development, in some places even becomes an obstacle to development.

Moreover, it is argued that public administration is able to effectively lead an activity, such as electricity and telecommunications. Become a common opinion that the private sector has managerial skills elasticity, and the drive to compete - which is essential to effectively and efficiently perform many activities, which are believed to belong to the public sector.

⁹ Pole Vol XXXIX (2002) no 4p 31-43.33

¹⁰ Minogue, 1998 p2

Trends of globalization to promote global model of public sector reform, which is running "global consensus seems ideological" (1998: 3). In fact it is globalization to be a western model of political economy, which creates a more complex and in many countries largely unexplored problems and challenges. It is not surprising that such a model causes unpleasant questions and sharp opposition to those reforms need to accept the name of "global interests", where she glorifies oriented "privatization" of state reform contemporaries. These reactions affect the World Bank and other international organizations in recent years have recognized the crucial role of government in developing countries in an effective response to the social and economic needs of its population - in other words, the development of management. Centralized direction of economic activity is the most desirable only in the West, but also in most of the rest of the world.

Favorite role of the state is no longer the main carrier development role, but the role of an agent and catalyst development process, material (stock) come from the private sector. In developing countries, the state should continue to be responsible for the formulation and implementation of effective public policies, especially in relation to Perko-Separovic, I., new public management¹¹, economic transformation, poverty reduction and the improvement of agricultural production, Providing employment, better social services and environmental protection.¹²

If public managers are seen as agents of development, the development of effective management depends on effective management development - which is the same problem for the developing country and countries in transition. Reform of the public sector has been identified as a crucial component of the reform program for the two types of economies.

But at the same time, we must recognize that the modern state is much more than about the effectiveness of its efforts, it must also deal with issues of state responsibility for people, and people can not be treated as consumers or customers (as to access new public management), but as citizens who have the right to seek government accountability for actions taken, or not take. People want efficient public services and (ideally) low taxes, but they both want to protect their rights, they want to have their voice is heard, and the values and preferences are respected.

Issues of accountability control and respond to the needs of citizens, transparency and participation issues are therefore at least at least as important as economy and efficiency.

¹¹ Paul Vol XXXIX 2002

¹² Valarie, Zeithaml, Parasuraman, A, Leonard Berry, "Delivering Quality Service", The Free Press, New York, 1990.

The concept of governance (government) reflects this broad approach, although he remains under precise and defined differently depending on the public agency that term is used. Extremely politically charged definition can be found on the UK Department for International Development (Department for International Development - before UK Overseas Development Administration). The concept of good governance (good governance) has four components: legitimacy in the sense that the system of management has decided consent and that therefore have the means of providing and maintaining consent, which is the highest probability can be guaranteed through a pluralistic, multi-party democracy presupposes the existence of accountability mechanisms to ensure that officials Public and political leaders accountable for their actions and the use of public funds, which requires transparent management and free media; ability (competence) in passing and implementation of public policies and effective delivery of public services, while respecting and protecting the rights human, which must be supported by a system of governance (UK Overseas Development Administration, 1993)

The concept of UN governance sound (right, proper management) is much less pronounced functioning pluralistic democracy meaning for efficiency and management accountability, and emphasizes the relativity of cultural values that are set to different values attributed to economic relations , political and social, which gives different ideas such as weight, participation hood, order and authority ¹³.

World Bank wants to spend a considerable difference between governance and complex neutral expression (unreliable) term good governance given to her by its Articles of Agreement expressly prohibits any political interference, and allow considering only considerations economic. According to the World Bank, it appears that demanded an open policy and predictable, professionalism and capacity management policy and effective use of resources to achieve higher levels of economic and social development. However, relying on a strong participation of civil company, which operates under the rule of law, the World Bank was barely out as possible to move quickly so extensive changes in place that values of tradition and continuity?

First of all, the work was a strong political will for change that is expressed Margaret Thatcher. Her distrust of the public sector, which is limited to contempt, on the one hand, and uncritical idealization, the glorification, the private sector, in turn, was the moving spirit of

¹³ UNDP 1995

reform projects. At the same time on the road to reform Margaret Thatcher was not found constitutional preprjeke - can use its parliamentary majority to bring the necessary legislation to implement the executive (Crown prerogatives), without the approval of laws (statutes) in reforming public sector¹⁴.

Although long thought of NPM (New Public Management) can be connected only with Personal political agenda of Margaret Thatcher, however, is already in its power NPM showed significant deviation, and survived her departure from the political scene and remained firmly anchored in British politics¹⁵.

Although money management efforts can be detected already in the twenties of the last century (such as O and M study British Treasury) only last twenty years NPM British public sector changed significantly. Efforts to reform state government service appeared in the Harold Wilson Labour, who graduated from Fulton report in 1968. year. It was proposed radical changes in terms of delegation of financial and managerial responsibility in the highest levels of the civil service. Fulton report, ignored during the "mandarins" (the highest level of the civil service), was based on a new management philosophy of the British government and the civil service is the subject of criticism for the organization of "sabotaging" the reforms proposed in the report Fulton. The same report strongly criticized the "cult of gentlemen amateurs" who occupy large civil service to the highest level on the basis of his general knowledge. Proposed the creation of a state college service which will provide in-service continuing education. A request seems a bit odd that only in the UK, a country with a long tradition of service highly valued and respected civil, where top officials traditionally Oxbridge educated ("gentlemen amateurs") - they suddenly have to step back before business-oriented "public managers". Specifically, the British civil service, as an example of professional expert advisor and impartial administration of the Minister, regarded as "the best civil service in the world"¹⁶.

Efforts on civil service reform have contributed to the abandonment of the traditional Civil Service Commission independent, which had previously been responsible for 95% of appointments.

¹⁴ Rhodes 1997 p42

¹⁵ Kraudren, Philippe, 1998 p 223

¹⁶ Keraudren 1998 P224

Responsibility for the appointment is left to departments and agencies, to establish a clearinghouse for recruitment and assessment (recruitment and Evaluation Service) which will provide assistance as needed.

Management takes people who have the ability to make policy. Improved performance (performance) is not mentioned, considering the fact that senior Minister Suit priority, which are set by Parliament and communication requirements when it comes to politics. Ministers are overwhelmed by the diversity and complexity of work, and therefore not already stressed enough results to be achieved in the days of sources. It was not only the activities and costs. Therefore it is recommended that each department "to be organized in such a way that focuses work to do." Policy formulation work should be separated from the provision of services, which have become a liability "Agency". Heads of Agencies (executive directors) receive substantial autonomy and become widely agencies responsible for operational matters within the policy objectives, budget and goals (performance target) established by the Ministry. When Margaret Thatcher left government in 1990. Year was formed in 25 agencies, with numerous activities identified agency status.

CONCLUSION

Today's environment is flexible and adaptable organization that provides, including high quality products and services, and spend every ALL the best I can and. We live in the information civil society, in which people get information almost as fast as their political hectares.

We live in a knowledge-based economy, in which educated workers suffer no command and demand autonomy in their work. Today consumers and educated, and always eye towards quality standards and can products and services to choose from. In this environment with

bureaucratic organizations, public and private, are increasingly giving the impression of mistrust and as such tend to continue.

Recently, especially particular government reform and increased pressure on them efficiency and effectiveness of public administration, there has been a change in thinking. Until recently, the state administration was bureaucratic apparatus which is mostly not thinking about you. Today, the goal of public administration not only the creation of public services to balance development is important but the quality of processes, services and their implementation should be the result of different users satisfaction with public services.

Orientation towards quality management system in Public Administration was created by the need to improve the performance of their government, and civil servants and citizens to increase satisfaction. The notion of quality public administration indicates that it is a dynamic category that is in constant development.

Because of the diversity given various public and private sector and the private sector came theory should be adapted to work in the public sector. Featured are the differences between products and services, these changes are described as in the public sector, we can not apply the same approach to clients, trial management, quality services and the creation of the Agreement in the private sector.

Public administration should be to serve the needs of public service delivery in one reliable transparent, effective and efficient. The system of public administration in Kosovo still bears the brunt of the structure before 1989. en mark, centralized hierarchy and lack of transparency.

Literature:

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