

# CLEAR RULE AND REGULATION IN STATE DEPARTMENT BASIC FOR EFFECTIVENESS PUBLIC ADMINISTRATION

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## Abstract

*The process of changing and redefinition of the state's role in society is particularly emphasized in countries in transition, where oversized functions, particularly command and control functions of the state, should be replaced with the regulatory functions of monitoring that are more consistent in a market economy. The purpose of this paper is to understand how the effectiveness of the administration in Republic of Macedonia is measured. To obtain information on the effectiveness of public administration, a qualitative analysis of interviews of state departments, on issues relevant to the subject of the research, has been made. Hence, the subject of this paper is to identify the situation in state departments, in the aspect of managing efficacy of administration.*

*For this purpose, topics investigated are: the organizational structure, assignment of tasks in the administration, measurement of accomplishments, indicators of efficacy inside and outside the organization, assessment and motivation of the administration. The emphasis of this paper is on the working processes in the organization, the method of assignment of tasks, the measurement of accomplishments and the indicators for measurement of the accomplishments. Thus, the assumption is that the administration cannot be realistically evaluated, if it does not rely on both internal and external indicators of effectiveness. Also, a precisely measured individual performance of administrative staff should be the principal pointer towards rewards, punishments, salaries and other forms of motivation of the administration. The conjoint conclusions from this study are as follows: 1. Administrative workers are not involved in establishing the organization's objectives; 2. A quantifiable system that could, by precise indicators, determine individual efficacy of administrative workers has not been conceived; 3. No comparative analysis of the efficacy of state organs concerning the needs of citizens exists; 4. A system of external evaluation (by citizens), to indicate the satisfaction with services provided by administrative workers has not been developed.*

**Keywords:** *efficacy, indicators, administration, rewards*

## 1. INTRODUCTION

The process of public administration reform is conditioned by the need to establish an effective public administration that would, in a fast, transparent and accountable manner, fulfill the needs of citizens. For this purpose, in order to create an effective public administration, the administration in Republic of Macedonia is in a constant process of transformation. It is impossible to know how effectively the administration performs its tasks unless clear rules for monitoring the results and accomplishments are set. To get a clearer

image, the citizens' satisfaction with services provided by the administration should be assessed. To obtain feedback on the effectiveness of public administration, an in-depth analysis of the overall situation, i.e. on all indicators relevant to the subject of this research, should be performed. Hence, the subject of this paper is to identify the situation in state departments, in the realization of effective administration. For this purpose, questions investigated will be the organizational structure, assignment of tasks in the administration, measurement of accomplishments, indicators of efficacy inside and outside the organization, assessment and motivation of the administration.

The effectiveness of administrative workers cannot be considered unless the effectiveness of the entire organization is assessed. In order to identify this, it is necessary to establish the objectives of the organization through plans. Mandatory indicators for the effectiveness of the organization are the systematic use of indicators of efficacy through analysis of best practices, as well as a systematic comparison of operating characteristics between or within the organization itself. Evaluation of the efficacy of individuals is a necessity to help achieve organizational objectives. In order to identify the individual and group efficacy of the organization, control must be established. Through this function it can be recognized whether administrative workers have achieved the objectives of the organization, and external evaluation by customers will direct where corrections are needed. If the goals of the organization do not meet the needs of the citizens, the existence of this administrative organization cannot be said to be justified.

Ensuring the complete consistency of the established mechanisms of strategic planning, including the budget process, with the mechanisms and instruments, is one of the key objectives set by the Government. This implies compliance and consistent implementation of established administrative procedures, supported by the electronic operating system of the Government, as well as strengthening the capacities, both at the central level of government and in the bodies of state administration. Exactly these policies should be part of the goals of civil authorities; administrative workers are the ones who need to realize them. Measuring the effectiveness of the state departments will show how effectively the policy is implemented, and, thus, will demonstrate the efficacy of administrative workers. Through indicators and clear rules for the lower levels of administration, which is an extended arm of the implementation of government policy, it is easy to determine the efficacy of the state departments and administrative workers. Hence, how much a civil servant, participant in the implementation of the policy, clearly knows their authority and responsibilities, how they act performing their tasks, particularly when these

tasks are associated with providing services to citizens, which demonstrates their expertise, competence, confidentiality and responsibility. In other words, all of the above should be clearly set so as to provide an easy way to determine the efficacy of the state administration. For this purpose, it is necessary to establish a clear system of monitoring the performance of the same participants in implementing the set goals.

### **3.ANALYSIS OF INDICATORS OF THE EFFICACY OF THE ADMINISTRATION**

From qualitative analysis in this paper and the realized interview over various categories of titles of administrative workers (21), the necessity of establishing rules and procedures that will produce effective administrative workers has been identified. If the organizational structures of public authorities are observed, it can be identified that there is no established organizational unit which has the role of monitoring and analyzing the efficacy of state institutions and administrative workers individually, which means that procedures for monitoring efficacy are not present in state departments. If the overall work process according to the organization acts is considered, as a rule, tasks are assigned according to the hierarchy of responsibilities; managerial workers assign the duties to the employees in the unit or department. However, in practice this rule is often violated. Employees often receive assignments directly from the minister or secretary of state, rather than the direct head of the department or sector, or heads of departments receive assignments directly from responsible persons in authority within the organ or other heads of departments who are not their immediate superiors. It is interesting that state secretaries are skipped also, i.e. ministers directly assign tasks to employees. Another very important issue that indicates the efficacy of the administration is the method of measuring what is achieved.

Indicators that point to whether an individual is an effective are the number of completed cases, the time period in which they are completed, and the complexity of the implemented activities. From the interview it can be concluded that these indicators are not established. Many of the respondents (9) stated that annual strategic plans translated into annual work programs are taken as a basic indicator for monitoring the activities of the state departments. These operational plans include set goals, deadlines and organizational units responsible for implementation of the specific activity of the strategic plan. This type of monitoring only applies to a group effectiveness of organizational units within the organ.

#### **4.CONCLUSIONS AND RECOMMENDATIONS**

The previous analysis showed that the state departments create strategic plans, but these are not analyzed by measuring the accomplishments of the organization as a whole, as well as by measuring in what percentage individuals participate in the overall accomplishment of the state organ. Hence, the measurement of achievement should be set in coordination with the strategic goals of the state organ, which means monitoring the overall work process through indicators to measure efficacy, deadline, quality and complexity of the performed task.

In terms of external indicators for assessing the effectiveness, the results indicate on the need for analysis of complaints and objections from citizens about the quality of services provided by the administrative workers. Such analysis is an important external indicator for competence of administrative workers. Such analysis mandatorily should be compared with indicators of efficacy shown by quantifiable indicators. Therefore, although one administrative worker is measured with greater efficacy in terms of speed and complexity of the implementation of the cases', but through analysis of complaints errors in terms of his expertise are noticed, one cannot speak of an effective worker.

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