

СЕКЦІЯ 3

Економіка, гуманітаризація та Євроінтеграція

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LEADERSHIP IN PERSONNEL MANAGEMENT OF PUBLIC ADMINISTRATIONS

Management style in domestic public administrations has some distinctive features. The most characteristic of them is that the role and importance of officials is determined only by the position they occupy, namely, the management is based on legitimate (traditional) power. The head of the public service uses the tradition to meet the demand of the contractor of safety and reliability. The opportunity to encourage and punish strengthens the authority of the manager to give orders. A characteristic feature of the tradition is a lack of individuality. Officials of public service (performers) do not react on the person but on the post. Officials in managerial positions prefer direct use of administrative and organizational functions. The efforts of leaders are focused on results, goals and objectives of the team. They use previously developed schemes to direct attention to organizational activities: definition of objectives and the prioritization of tasks, search and resource allocation, etc. The head of the public service usually perceives a working process as a combination of the staff' ideas, skills and actions. The head pays more attention to work of the algorithm, not the development of more effective procedures. In addition, the high performance indicators, and the level of labour discipline are called objective signs of a favourable socio-psychological climate in the team, which, in turn, is formed depending on the management style [1].

Leaders believe, creating a positive psychological climate is more efficient than a direct control. It is also important that the leader does not "chase" their employees, the status and significance of a specialist is determined not by his position, but his real contribution to the

development of an organization [2]. Therefore, for managers of public administrations in the process of ensuring subordinate officials' efficiency increase in the current regime of activities, in our opinion, is expedient to abandon their traditional authority and prerogatives.

It is easier for leaders to use such form of control as the influence through participation [3]. We believe that in public administration it is advisable to use the impact through attraction of officials to control. Such control is due to appeal to the needs of a high order. Increase of officials' activities efficiency is in the fact that workers, inspired by the high-level issues work harder to achieve the goal formulated with their participation. Base on the insights of practitioners and theorists in the field of management, it is possible to assume that if officials participate in the discussion of the proposed changes in their work, they resist less to these changes. This will contribute to increasing productivity, job satisfaction and reduce turnover.

So, in the process of improving the efficiency of public management it is advisable also to use communication and personal influence to guide officials' actions in goal realization.

References

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