

LEADERSHIP CHALLENGES IN PUBLIC SECTOR IN IN A REGIONAL CONTEXT

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Abstract:

Based on the authors' scientific cooperation, research results and teaching experience, the goal of the article is to analyse different views on leadership in management in public sector in a regional context and to analyse human resource management in public administration in the Czech Republic and compare different approaches and practices in human resource management activities. People in public sector are the most valuable resource. The aim of the article is to present the main findings of the authors' questionnaire survey on leadership and human resource management in selected organizations in public sector in Czech Republic and define the current challenges in leadership. The survey was conducted during the years 2019 - 2020. The respondents were employees of selected organisations in public sector mainly on positions of public servants. The relevant data were obtained from 222 employees. The research questions are concentrated on present opinions on leadership methods in public sector and to the differences in HRM processes for civil servants and other employees in public administration. The results show that in surveyed organisation are many managers not managing and using leadership approaches.

Introduction

The procedures of leadership and human resources procedures too can be used in a certain modification for public administration. Since 2000, a large number of various declarative and normative documents have been issued in the world, focused on the development of management systems in various areas of business. These documents are usually in the nature of strategic statements and programs; approved and issued by government bodies or institutions; internationally valid standards, most often issued by the International Organization for Standardization ISO, and prescriptive models, recommended especially by various non-profit organizations, whose primary mission is to contribute to the improvement of management systems. (Petrikova, 2010, s. 73)

At present, a key condition for the success of public administration organizations is becoming not only nationally but very often internationally comparable level of leadership and managing skills of employees - including the optimal level of their intercultural maturity, social responsibility, ethical and moral facilities, accompanying any significant climate change in the organization of public administration. In the context of management requirements, it is possible to describe the functions and roles of managers in public administration, who should be active elements, not just the fulfiller of political decisions. Management procedures in public administration contain a number of elements known from the corporate sphere and include understanding citizens as clients who decide to purchase services, achieving effective results while saving resources, as well as competent and creative approaches with responsibility for

results, in the field of services this includes a competitive environment between the public and private sectors, and includes basic methods based on the analogy of organizational management with an emphasis on economy and performance. Public administration systems are more structured and standardized. Managers must work within a strong legal framework and enforce the law rather than performing managerial functions and making managerial decisions.

Many innovations in public administration have been inspired by management and mainly leadership in the private sector. Among the different features of management and leadership in the public and private sectors can be mentioned that the public administration operates on the basis of politically determined needs and the market aspect is only in second place. Both sectors operate in a differently conceived legal environment (ie the public administration has a legitimate definition of what it can do, and the private sector, on the contrary, does what is not legally prohibited). There is also a difference between the two sectors in the decision-making environment (ie the decisions of public administration managers must usually be public). The measurement of performance in public administration cannot be subordinated to the criteria of maximum profit and decision-making in public administration is under the control of the media.

However, it must also be said that there is ever closer cooperation between public and private organizations. Public administration uses a number of management methods developed in the private sector. Both are targeted at the customer and education in public administration is based on experience in the private sector. Management in public administration is a process or form of activity that involves the leadership or management of people (groups and teams) directed to the goals of the organization. Managers in public administration must also develop strategic management. The activities of civil servants are controlled by administrative courts and are therefore independent of politicians.

1. Characteristics of leaders and leadership

Based on the knowledge from theories of leadership the most important features of a leader are the basic features of a leader, just like theorists Kouzes, Posner; Ulrich, Smallwood, Sweetman divided into five categories. The names and content of these categories reflect the findings of the two competency models presented in the theoretical part, namely the Code of Leaders of the author trio Ulrich, Smallwood, Sweetman (2015) and the Leadership Challenge duo by Kouzes and Posner (2014), Armstrong (2008), Pilařová (2016), Jarošová et al (2016).

Model of ruling personal competence

1. Personal championship in order for a leader to lead people effectively and creatively, he must govern effective self-management, have strong personal and moral values and a high level of emotional intelligence (ie, the ability to capture and understand the emotions of himself and others and deal with them effectively). Only in this way will he be able to manage not only himself but also others, prevent stress and be a true role model.

2. Proactive action. The leader constantly learns from successes, failures, tasks, books, courses and life itself, and thus fulfils an active approach to personal development. Thanks to this experience, he is proactive not only in negotiations, but also in thinking.

3. Overview. In addition to proactive thinking, the person of the leader is also associated with clear thinking, which helps him find insight in often confusing situations and problems. Thanks to the overview, the leader finds, defines and expresses common values.

4. Pattern The leader is expected to fulfil what he proclaims himself. The leader connects his actions with common values, emphasizes his own character and integrity. He leads people by example, lives common values and teaches others to create these values.

5. Ignition for the cause. From the actions of a leader, one can feel his zeal for a given thing and radiate personal energy from it. The leader takes his work as a responsibility, not as a privilege or a superiority.

Strategy with a clear vision

6. Vision. The person of the leader is above all connected with the establishment and unwavering proclamation of a convincing vision. This vision represents a future full of exciting and breathtaking possibilities. By communicating and announcing common goals, the leader gains others who follow him.

7. Creativity The leader can look at reality and opportunities in an unconventional way. He is a master of change, who sees further, sooner and more than others. His actions are often attributed to great creativity.

8. Active listening. The leader must master not only effective and masterful communication, but also the skill of active listening. Only in this way can it respond to the needs of the environment and discover the opportunities of the environment. The leader can listen carefully to his surroundings.

9. Coalition. The leader has mastered the art of gaining allies and creating and organizing coalitions of interest, thanks to which a common vision is set in motion.

Executor and innovator

10. Changes The main task of a leader is the implementation and management of change. In order to truly lead to change, a leader must also be endowed with some managerial skills such as good organizational skills and have a structural approach to problem solving and decision making. In his work, the leader also sets objective goals and either implements them himself or delegates them to co-workers, decides on them and shares responsibility.

11. Innovation. The leader is constantly testing and looking for new and innovative solutions, experimenting and taking risks, generating small victories and gaining valuable experience. In this way, he searches for opportunities and ways of development. In his actions, the perseverance of promoting and implementing his innovative intentions is also evident.

12. Teamwork. The leader places great emphasis on teamwork. He shows great trust to his co-workers, but at the same time pays attention to their responsibility to fulfil the team mission. The leader formulates teams for a goal or process and takes care of management and decision-making, relationship building, and team member training. The leader realizes that in today's world of work, there is a need for a comprehensive view of problems and the generation of new ideas, which goes beyond the capacity of individuals. They can lead people to teamwork, including developing their participation in the successes and mistakes of working together; inspire people around you. Leaders tend to use a consulting and participatory style of leading people.

13. Customer orientation. The behaviour of leaders is very much connected with a strong focus on the customer and satisfying his needs and desires.

Talent manager

14. Talent development. Leaders know how to identify, develop and engage current talent and achieve immediate results, making people willing to develop their skills in the interests of the organization.

15. Trust. Leaders promote collaboration, create an environment of trust, and strengthen relationships to connect individuals with the organization and its vision.

16. Development of collaborators. Leaders strengthen others, support their free decision-making and develop their competencies and talents. They thus fulfil a dynamic approach to the development of co-workers and create a positive work environment where people feel motivated to work. Leaders tolerate mistakes and errors.

It works with the heart and creates human capital

17. Followers. Build a leader for the next generation because it aims at the long-term development of the organization and strategic success. It is not just about fulfilling short-term goals, which it fulfils rather as a talent manager. It forms a corporate and employee brand. The leader thus has successors, followers.

18. Share experience. The leader passes on experience and knowledge that colleagues would have difficulty learning.

19. Appreciates merit. The leader recognizes contributions and appreciates individual achievements and achievements. He can share these merits and make co-workers successful people, even heroes. The leader knows that he is ultimately responsible for the work, so he is not afraid of the strength of his subordinates and co-workers. An effective leader wants to have strong co-workers, which he encourages, helps them to establish and is proud of them. He looks at the successes of his co-workers as his successes, not as threats. He realizes that only in this way can human energy be released and a humane vision created.

20. Loyalty. The leader has the ability to gain the loyalty of co-workers, create a cohesive team and be able to motivate them in a way that inspires and creates an environment for their positive response to the set goals and full willingness to fulfil them. The leader supports the team spirit.

Managing and leading people in organizations, especially the role of managers, the functions of managers, the competencies of managers, the motivation of managers and the characteristics of the current generation of managers; managing and developing of organizations, especially the strategic approach to organization management, organization strategy, organization structure, human resources, organization development, job creation and modern approaches to employment of people.

Managers are responsible for implementing the organization's strategic goals by achieving the desired performance of other people in the organization. Managers contribute to the organization's success by ensuring that other people in the organization use their best abilities and motivation to achieve the organization's success. Managers are also expected to use their best abilities and motivation to achieve the organization's success (Armstrong and Stephens, 2008, p. 38). In management theory and practice, the work of managers is often expressed through so-called managerial functions that are commonly divided into sequence functions (planning, organization, selection, management, control) and cross-sectional functions (analysis, decision making, implementation).

Simultaneously with these sequential managerial functions, it is necessary to analyse the problems that arise during planning, organization, selection, management or control, to decide

on the most appropriate solution to the problem and to implement the chosen variant. Pilařová (2016, p.7) distinguishes within the job role "manager" the role of leader, manager and expert, where the role of leader is the creation of strategy and sales strategy, the role of the manager is the management of people, process management, and the role of an expert is to carry out expert agendas according to the organization's needs and in accordance with the professional focus of the job function. Similarly, according to Urban (2013, p. 11), managers have to master two dimensions of their function, a professional dimension, when deciding on a competitive strategy, organization of work, work processes or resource use, and the human dimension of leadership and leadership. Within the framework of individual human resources management activities, the managers perform the following tasks. (Šikýř, 2016, p. 35)

The ability of the manager also affects the level of responsibility that is related to the position being performed. Generally speaking, five dimensions of managerial work are mentioned. The difference between a manager and a leading manager lies in the fact that the leadership must do things differently and must constantly invent changes and come up with new approaches.

2. Results and recommendations

The article presents the original results of the survey of authors from the field of management and organization. The goal of the article is to analyse different views on leadership in management in public sector in a regional context to analyse human resource management in public administration in the Czech Republic and compare different approaches and practices in human resource management activities. People in public sector are the most valuable resource. The goal of the article is to present the main findings of the authors' questionnaire survey on leadership and human resource management in selected organizations in public sector in Czech Republic (mainly Prague region, Brno region, Plzeň region) and define the current challenges in leadership.

The survey was conducted during the years 2019 - 2020. The respondents were employees of selected organisations in public sector mainly on positions of public servants. The relevant data were obtained from 222 employees from mainly three regions from Czech Republic. The research is concentrated on present opinions on leadership methods and selected human resources procedures in public sector. The research was realised in year 2019 -2020, the same sample of 222 respondents from public administration, from this sample 97 respondent was in position of public servants and 125 in position of administrative employees in public administration. Age structure – from 25 to 60 years old. Size of public administration in villages, small and middle size town in Czech Republic. There was realised to 16 interviews with personal managers public administration. (In public administration in Czech Republic work around 500 thousand of employees, part of them - 70 thousand in position of public servants (done by law).

The data analysis was based on the calculation of relative and the evaluation of the dependence of responses on the size of the organisations of public sector using contingency tables and chi-square tests of independence. In connection with applied human resource management policies and practices and in leadership, respondents strongly agreed, agreed, disagreed, or strongly disagreed that applied human resource management policies and practices help them to achieve defined results of human resource management, including necessary number and structure of employees. The difference between the individual regions did not manifest itself, probably because the approaches to managing people, leadership and human resource management in public administration are very similar.

Civil servant who was respondents in our pilot research concerning to employee's opinions on leadership activities of their line managers are agree, then their line managers in leading activities use mainly sharing experiences (82%), appreciate merit (80%) teamwork (75%), customer orientation (73%), active listening (73%), talent development (72%).

The average rating that allows for improvement and concentration on its use relates to the following competencies of the leader rating I agree was on a scale agree from 35 to 50%.

- Proactive action
- Pattern
- Creativity
- Trust
- Development of collaborators
- Followers
- Loyalty

Because the public administration is sector administrative, the leadership activities as personal championship, ignition for the cause, visas, changes, innovation are not used, the answer has low evaluation from 5 – 15%.

Management in public administration has other possibilities of development with a focus on using the possibilities of greater involvement of line managers - heads of departments in the proactive management of co-workers.

The next part of research was concentrated to HRM processes for civil servants. The aims to answer the following question: What are the differences in HRM processes for civil servants and other employees in public administration?

The results show that there are differences between human resource procedure in public administration with civil servants, giving by the legislature, and other position of employees of public administration. (Human resources and labour relations in the local government provides for: *Act no. 262/2006 Coll., Labour Code, as amended, Act no. 312/2002 Coll., on Officials of municipalities and amending certain laws, as amended.*)

In HRM procedures are primary the impact of the law on civil servants in the Czech Republic in terms of human resource management. Regulates employment (Sec. 2.2) and education (Sec. 2.3) of local government officials. It applies to employees of territorial self, if they participate in the training of administrative activities and are included in the Office of the unitary authority as officials It does not apply to employees of territorial self: a) included in its organizational units, b) included only in its special organs – i.e., police c) who carry out auxiliary, service or manual labour or who controls the performance of such work.

Human Resources (HR) can include a broad spectrum of specialities within organizations. human resources planning, job analysis, recruiting, selection methods, training and development, performance management, job evaluations methods, work motivation, salary systems and employee benefits.

When it comes to the question of which of the applied human resource management policies and practices respondents considered most important, they stated employee selection (90%),

employee compensation (95%), employee planning, employee evaluation, and employee development (84%), and employee orientation (92%).

3. Conclusion

The authors' findings compared to findings of other researchers in terms of the approach to human resource management and leadership. The modern concept of human resource management implies that management and leadership of employees to perform agreed work, achieve desired performance and meet expected goals should be a fundamental responsibility of all managers in the organization.

The authors' questionnaire survey on the approach to human resource management and leadership in showed that surveyed part of public sector is able to efficiently attract, employ, stabilize and develop enough qualified and motivated civil servants, however they should apply a more conceptual and systematic approach to the human resource management as well as to the staff. Management in public administration has other possibilities of development with a focus on using the possibilities of greater involvement of line managers - heads of departments in the proactive management of co-workers.

The current authors' survey results open up new possibilities for further research in the field of human resource management and dealing with staff managing in view of leading employees.

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