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## **EFFICIENCY AND EFFECTIVENESS: CHARACTERISTICS OF THE MANAGEMENT OF PUBLIC INSTITUTIONS**

In public organizations, the term «efficiency» has begun to be «measured» by the degree of service rendered to the citizen, by considering him as a customer to whom all actions of the organization should be directed [4].

Efficiency in the public sector is determined by the allocated time, the financial resources spent and the means needed to carry out activities. Efficiency represents the key element of resource allocation analyzes, regardless of their nature [2]. An efficient and effective governance involves social responsibility, public sector transparency, citizen participation in solving public problems at any level of administration, strong differentiation between administrative leadership and political leadership, respecting democracy and human rights, professionalization of public office and ensuring financial responsibility.

In the public sector, effectiveness is determined by comparing what a work process can achieve with what it actually does. By delivering quality services to citizens in the same period, efficiency will increase. In order to increase the productivity in the public sector, it is necessary to develop and modernize the informational technologies, making them easy to access for all citizens, therefore bringing the citizen and his needs to the center of public services.

The quality of public administration is an important part of national competitiveness. The needed conditions for an efficient public administration are performance, quality services and products orientation, institutional reorganization and adaptation, efficient human resources management, innovation of governance techniques and methods, including e-government.

The actions meant to contribute to the increase of the efficiency and effectiveness of the public administration of the Republic of Moldova, are [1]:

1. Strengthen the capacity of public administration, in particular by improving its efficiency, human resources management, decision-making tools and coordination within and between different administrative levels, as well as by improving transparency, integrity and accountability;
2. Accelerate the absorption of funds from development partners, strengthen management and control systems, improve strategic planning capacity, including the multiannual budget;
3. Eliminate persistent deficiencies in the public procurement sector;
4. Improve the quality and efficiency of the judiciary system, combating corruption at all levels and effectively enforcing court decisions.

The concern for human life and quality of life must be an essential focus for the public administration to take into account. The image of each state is directly determined by the quality of public services provided by the structural entities of the public administration, as the latter represent the «system of social organization», realizing the values that express the general interest of society [3]. In this context, the two concepts — the efficiency of public services and the professionalism of civil servants — are in a conditional relationship, since the level of training of civil servants determines, as a matter of law, the quality of public services provided.

It is well known that the value of public services is assessed according to the competence and level of training of civil servants. In these circumstances, it should be noted that only professionally trained civil servants can act rationally and efficiently, thus raising the efficiency of public services in particular and of the administration as a whole.

In this sense, the provision of effective, modern and efficient public services that bring the administration closer to the citizen is one of the priorities included in the calendar of the European integration process, but also the main goal of the public administration reform process, an administration that meets the requirements of a democratic society. An essential condition for ensuring the efficiency of the provision of public services through the prism of the professionalism of the civil servants is the establishment of natural relations with the citizen. It is necessary for the administration to manifest itself as a public service in the service of the citizen and not in any way against his interests.

As a conclusion to the above, the efficiency of the provision of public services and the professionalism of civil servants are in a cause-effect relationship, so that a professional and honest body of civil servants will contribute at the highest level to the general interest of the society, in order to ensure the well-being of the beneficiaries of public services.

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