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**Organisational Structure:  
Essential in Making Mechanisms Process Management**

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**Abstract:** Although public management is a new field of management science, there are already convinced that the extension of specific principles and approaches, there is only a relative matter, but becomes an imperative necessity, which determines the coordinates of the major public sector reform. Otherwise, there is increased risk of slipping into formalism, changing some general understandings and essential to the detriment of the fundamental, meeting new public management. As a consequence, it is absolutely necessary to waive the perception and treatment of the old administrative system, public institutions in general and in particular as bureaucratic administrative apparatus that develop rules, regulations and laws by which they are applied and the transition to new principles and regularities of public management, the administrative system as a whole and each public institution by public managers seek an given level of managerial performance, reflected in increasing general public interest and satisfaction of specific social needs. To this we highlight the organizational analysis and design of technology-specific organizational structure of public institutions, structures of communication within public institutions, participatory decision-making structures that are most efficient and effective types of organizations based on structures - pyramidal and hierarchical organizations network-type organizations.

**Keywords:** organizational structure; information-decision process; organization; coordination

The organization of public management is a set of processes that are under the legal framework defines the components of the administrative system as a whole and each part of public institutions, state powers, duties and powers assigned to its components and the relationships established between them within and outside the system to effectively meet the public interest.

At the current stage of transition the organization's work may be carried out efficiently only against a rational organization, based on the principles, methods and techniques scientifically. In this way the organizational rigor provides the only source of generating coherent action, the discipline and order and create functional organization can adapt to the changes that occur in continuous practice in its work.

Fundamental organizational element, organizational structure of public institutions plays a major role with broad implications. It defines the framework for action and outlines the factors of efficiency, specifies the job and determines the place and role of each section, outlines the powers, duties and responsibilities, influences the information - decision-making and effectiveness. Examining the basic

elements of organizational structure, how to combine them, the correspondence between functions and departments, their nature, mode of distribution of responsibilities, establishing connections between functional and operational elements, the literature identifies three types of organizational structures: a) hierarchical structure, b) the functional structure, c) hierarchical structure-functional.

In connection with the foregoing analysis, design, evaluation and restructuring of the organizational structure must meet several conditions, most important of which appear to us: a) conform to the institution's overall goals and objectives, b) be further and cover a number as low levels of management, c) to provide clarity and precision functions and connections between functions, giving powers, functions and responsibilities of civil servants, d) can be adapted easily to new goals of the institution; e) to be economic in the sense of reduced advertising expenses and personnel management.

Analysis and design of organizational structures appears as comprehensive, complex, multidisciplinary implications, with numerous difficulties, the influence of sense otherwise. The science of studying public management and relationship management processes between the components of the administrative system but also within them in order to discover general principles and laws, methods and techniques for improving forecasting, organization and coordination, resource management and control evaluation activities aimed at increasing to meet the public interest.

Organizational culture has attracted attention especially after the appearance of the paper renowned researchers T. Peters and R. Waterman, *In Search of Excellence*, which in many practical cases have shown a correlation between organizational culture dimensions and performances by renowned companies. Before the advent of this book, Herbert Simon introduced the organizational culture research organization, by defining a "limited rationality". He left the grounds that the theory of organization not found usefulness and justification than accepting that human rationality is subject to certain limits. They depended on the organizational environment in which the individual is more accurate values, beliefs, traditions and legacy that gives each organization an identity.

Rationality is "culturally limited" because the organization can have a well defined structure to the extent that there are boundaries of rationality. If these borders vary repeatedly and unpredictably, the organization may not be stable. While the results of these attempts have not been neglected, because we are witnessing today the development and affirmation of a new distinct discipline called organizational culture, such courses are very useful in management specialists.

The concept of "organizational culture" can be analyzed from the functional perspective, as an organization has a culture seen as a variable or in terms of integration where the firm fully defines a culture (I Dill Heinen, 1986).

Functional perspective is based on the premise that the organization has a culture that allows the integration, coordination and motivation of individuals within the organization. According to the perspective of cultural integration is in a continuous process of change, but can only be influenced by external factors difficult.

Culture can be defined as a model of values, representations, modes of behavior that govern life in the organization (Smircich, 1983). It is thus the sum of all the unwritten rules of business.

Organizational culture is a way of life, the result of internal practices, of rules of conduct, values, aspirations and beliefs of that particular organization. It is what gives an organization's personality and identity. However, organizational culture does not control all the perceptions, thoughts and feelings of staff organization. The more time staff in the organization, the organizational culture will influence deeper perceptions, thoughts, and feelings organization members, how they will react in certain

situations acetic. The organization has its own culture a more powerful; it is much more mature and better defined, having a greater impact on employees, including direct and immediate impact on innovation and economic performance. Their model of organizational culture and values fit a pattern of behavior from the organization that directs life. Strong companies do not rely solely on rational tools of scientific management to achieve certain productivity, a certain level of efficiency.

They use organizational culture - deep convictions, and shared values that they express heroes, rituals and ceremonies - to formulate strategies and policies I support the majority. Based on how employees dress, even if there is no official uniform, to the way in which conflicts are managed, all bearing the imprint of a unified strategy that aims to blend some positive results and conduct and to deter others .

From the psychological point of view, the culture was analyzed by Jacques in his *The Changing Culture of a Factory* published in 1951. He examines the culture of a factory in this book as a way of thinking and action of ordinary people in the organization.

Thus, culture describes the behavior of the organization, production methods, technical, discipline, leadership style, organizational goals, business practices and assess how different types of rewarding work, not least the conventions and things taboo. A book's success has made Peters and Waterman *Auf der Suche nach Spitzenleistungen* (1984), where the authors have highlighted the importance of factors "soft" (style and way of filling a job), which are very important for obtaining performance.

Etymologically speaking, lodges ceremonies, rituals, myths and taboos exist in the organization. Thus, organizational culture determines the employees to behave in a certain way, implicitly and naturally follow the standards of its own conviction and agreed to become the stronghold of a certain style of action.

An organization without culture, even if they are in a training stage, is vulnerable, like a state without a culture and history. From this perspective, organizational culture acts as a binder, as motivating and educational and formative valences. The most visible component is the symbol of a mature culture. Building architecture, interior design, representative colors, logo and logo are all symbols come to establish identity.

Although public management is a new field of management science, there are already convinced that the extension of specific principles and approaches, there is only a relative matter, but becomes an imperative necessity, which determines the coordinates of the major public sector reform. Otherwise, there is increased risk of slipping into formalism, changing some general understandings and essential to the detriment of the fundamental, meeting new public management.

As a consequence, it is absolutely necessary to waive the perception and treatment of the old administrative system in general and public institutions in particular, as bureaucratic administrative apparatus that develop rules, regulations and laws by which they are applied and the transition to new principles and regularities of public management, the administrative system as a whole and each public institution with public managers aim to produce a given level of managerial performance, reflected in increasing general public interest and satisfaction of specific social needs.

Public institutions represent all organized structures created in the society for public affairs. Public institutions within the meaning of bureaucracy that we have today, is the only way the state social-economic organization that can meet the challenges of modernity (the large number of population, diversity and complexity of human needs that need to be satisfied). The objective of a public institution is serving the public interest.

Communication is one of the tools of efficient management strategies to change the organization. It can help adjust attitudes, "way of looking at things" and changing behaviors. Mission and objectives of management communication are closely related to organizational changes and organization characteristics of the environment in which it operates.

Public relations are in essence communication activities. If public relations is communication between an organization and management of the public or the public interest, effective public relations manager must be in permanent contact with the public organization to be able to distinguish at all times their communication needs, to formulate and messages depending on the characteristics of each of them and watch their reaction to receiving each of the messages.

The organization, give the second phase of management process aims to group people, prioritizing tasks and activities and to establish organizational links conveyance of all efforts in one direction and that is to achieve the goals and the organization has set.

The organization of public management is a set of processes that are under the legal framework defines the components of the administrative system as a whole and each part of public institutions, state powers, duties and powers assigned to its components and the relationships established between them within and outside the system to effectively meet the public interest. At the current stage of transition activity of the organization is likely to take place efficiently only against a rational organization, based on the principles, methods and scientifically based techniques. In this way the organizational rigor provides the only source of generating coherent action, the discipline and order and create functional organization can adapt to the changes that occur in continuous practice in its work. Fundamental organizational element, organizational structure of public institution plays a major role with large implications. It defines the framework for action and outlines the factors of efficiency, specifies the job and set the place and role of each section, outlines the powers, duties and responsibilities, influences the information - decision-making and effectiveness. Examining the basic elements of organizational structure, how to combine them, the correspondence between functions and departments, their nature, mode of distribution of responsibilities, establishing connections between functional and operational elements, and the literature identifies three types of organizational structures:

- a) hierarchical structure;
- b) the functional structure;
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In connection with the foregoing analysis, design, evaluation and restructuring of the organizational structure must meet several conditions, most important of which appear to us:

- a) conform to the general purpose and objectives of the institution;
- b) to be simple and have a number as low levels of management;
- c) define clear and precise links between the functions and features, specifying the powers, functions and responsibilities of civil servants;
- d) can be adapted easily to new goals of the institution;
- e) to be economic in the sense of reduced advertising expenses and personnel management.

Analysis and design of organizational structures appears as a comprehensive, complex, multidisciplinary implication, with numerous difficulties, the influence of sense otherwise. Scientists studying public management and relationship management processes between the components of the administrative system but also within them in order to discover general principles and laws, methods

and techniques for improving forecasting, organization and coordination, resource management and control evaluation activities aimed at increasing to meet the public interest.

Management organization, addressed systemically, is known more as a management system that set of elements of organizational, methodological, informational, decisional and relations between them, so shaped as to allow the achievement of objectives.

Organizational subsystem is the main component organizer formally represented by laws, regulations with national and informal organization that includes groups and informal links between them.

Methodological approaches the organization and management subsystem in terms of its management tools for use in management workflows and methodological elements of design, redesign and maintenance management and operation of its subsystems.

Information subsystem represents all information, information flows, procedures and means of handling information designed to help achieve the main objectives of the organization. Decision subsystem consists of all decisions taken and implemented within an organization is structured and determined its objectives and configuration management hierarchy.

Achieving Key management involves the public positions and public office holders and executive leadership in this area added responsibility in managing all types of resources available to the public sector, namely human resources, information, material and financial. All these are used in process management and execution of public institutions to meet social needs and thus achieve the fundamental objective of public management.

In any organization, managerial act is given by all the phases and work processes that establish the objectives of unity and organization of its subsystems, and proposed work processes necessary to achieve them, and those determined to enforce measures to meet their conditions as profitable. The scope and intensity of management is in a dependent relationship with the management echelon in the sense that, how it is done on the top step of the hierarchy of management system, the more comprehensive, more intense and rich meanings and results.

The essence of process management is to focus the efforts to coordinate human joint work. This effort is in place in time and space and form of combination is made necessary due to the division of labor and management cooperation.

Summing up many operations, grouped in phases, the act has a specific content management requires understanding how to influence the employees in solving organizational problems. The content depends on the managerial tasks that are key to the organization and may be methodological, functional, organizational, social and informational. Public management function addresses the public in a practical perspective, which also determines the coordinates necessary for the proper functioning of public institutions in which they operate government officials and leading public officials and representatives of political execution. It determines the status and structure of civil service and civil servants as employees of public institution. Performance of public institutions is directly determined by its employees, who are responsible, as public managers and performers, with the results.

Experience and reality of other countries shows that democracies improve the administrative capacity of public institutions depends most determination and professionalism in the managerial performance of public functions by public managers and civil servants to execute. This should be a theme for reflection and for representatives of our administrative system to understand the strong need for orientation of attention to public management, the professionalism in the exercise of public functions

by public officials and especially by representatives of the political class. For this, each item in the structure and function of public management or public management execution compels us to determine the subject, tasks, powers and responsibilities of owners, whereby they become an active part of the system they belong, care responsibilities clear regarding the objectives and, consequently, the administrative task of the authorities and the social mission of public institutions in which they operate.

The current stage of evolution of the Romanian legislation does not provide a conception unit on civil service issues, established itself with some necessary modifications for the correlation of the different categories of legal acts and to lay the foundation of their legal relationships viable. Should be a fundamental change in the orientation of public institutions in Romania, practically moving from strictly legal dimension that has a system in Romania generalized the managerial perspective to address public institution determined by the new public management values.

Managerial revolution and globalization must be built In a new model of management theory and practices that enable and encourage their mutual potentate. The effects of this new approach will spread and increase rapidly, which requires the assimilation of management institution "triplet's empathy - acceptance - congruency" in dealing with change management and change management for near new guidelines in management. Efficiency and effectiveness in the public sector needs to be improved public management in public institutions should be focused on objectives and results, and public managers must be assessed in terms of ability to solve social problems of general and specific.

Public Management has emerged as a necessity and is constantly developing as one of the most important areas of management science; its results can have a direct impact on improving the way of life of a country.

It is widely recognized that the paradigm shift in the public sector and creating new public management system of functional and effective administrative structure that represents a long process, but should be intensified in all countries who want a real orientation of the services offered by the administration market. The transition from the old public administration to new public management usually called public administration reform process requires management approach with regard to a set of basic values.

This reform must be achieved through institutional strengthening and capacity building of Romanian public administration, after the European model. The most important aspect in the process of institution building and strengthening the capacity of public administration is applying to all levels of the Romanian public management system to the *acquis communitarian*. The *acquis* is the set of rights and obligations of Member States of the European Union, the legal rules regulating the activities of member countries and institutions and rules that govern the Union's actions and policies. Harmonization of Romanian legislation with EU regulations was an essential condition of Romania's EU accession. Romania is making progress in this respect and its obligations not only refer to the adoption of necessary legislation, but also to secure the conditions necessary for their implementation in practice. European Union Member States have long recognized that the management standards and criteria for successful public managers are both the overall performance in public administration and for its reform. Improve performance of public administration means finding better standards of efficiency and effectiveness in law enforcement.

This involves delegation of responsibilities for public managers, accompanied by appropriate controls. In such situations, the quality of public managers is critical. Moreover, when state policies are becoming increasingly complex and increasingly exposed to international cooperation as it is for

Member States of the need for managers with broad perspectives and their ability to coordinate work with national institutions and international relationships becomes even more acute.

Basically, the implementation of the reform of public administration requires competent training needed to obtain the required performance of public servants at all levels. Institutional capacity building at the level of the European Union, rests the transfer of competencies to local authorities, which must respond to a growing number of job tasks, along with the provision of enhanced local or regional autonomy. Therefore, developing a functional administration, able to create conditions favorable framework for the development of market economy, is strongly conditioned training on identifying training needs, preparation and training of civil servants.

Decentralization is a highly complex phenomenon, which suffered a series of changes and social context in which the process unfolds. For this reason you cannot make a firm conclusion for the purposes of assessing whether the decentralization process in Romania is a success or a failure, the process itself is dynamic. Understanding the causes of failures exist could lead to development of social policy and institutional changes that lead to improved delivery of social services, and increase administrative capacity.

Romania has opted for decentralization of social services and greater autonomy to local authorities in providing social welfare. Decentralization is a process in itself good or bad, but depends on how the project was developed and its implementation. At present, the legislative changes are significant, is developing the necessary administrative decentralization.

Romanian public administration reform is one of the main challenges facing Romania today. In this respect, the European Commission, recognized the progress made so far by the Romanian authorities regarding the strengthening of the institutional framework and recommend clearly be substantial efforts in the reform of public administration. Because the priorities and objectives can help to improve the quality of the Romanian public administration is a need for better coordination and correlation of policies and strategies developed by the Romanian public institutions, and establish mechanisms for monitoring their implementation.

Regarding the reform process have been identified, particular, the following priorities: strengthening the coordination role of the prefect of the decentralization of public services and ensure an integrated management system for decentralized public services of ministries, the process of changing prefects and sub-prefects in high civil servants, strengthening the partnership between the ministry and local governments associations, drafting and adoption of the Charter of Public Service - which includes the main quality standards and principles of public service providers, a new salary system for civil servants, activities to promote best practices in the field of public administration.

Typology of public institutions in Romania is synthesized from the detailed presentation of important concepts and criteria for analysis and classification of institutions according to these criteria. The role of the public institution is to provide public goods and services to meet the highest quality general and specific social needs for individuals and companies, in terms of economic efficiency. Public institutions have an important place in the state because, through them, the state carries out its functions.

Public Administration is done through a variety of organizational forms that involve whole categories of staff affected this activity. Public administration system is a system of social organization which exists and operates in a macro-social organization of society as a whole, considered at the national or regional administrative units.

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As a consequence, it is absolutely necessary to waive the perception and treatment of the old administrative system in general and public institutions in particular, as bureaucratic administrative apparatus that develop rules, regulations and laws by which they are applied and the transition to new principles and regularities of public management, the administrative system as a whole and each public institution with public managers aim to produce a given level of managerial performance, reflected in increasing general public interest and satisfaction of specific social needs.

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Examining the basic elements of organizational structure, how to combine them, the correspondence between functions and departments, their nature, mode of distribution of responsibilities, establishing connections between functional and operational elements, the literature identifies three types of organizational structures:

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Analysis and design of organizational structures appears as comprehensive, complex, multidisciplinary implications, with numerous difficulties, the influence of sense otherwise. Scientists studying public management and relationship management processes between the components of the administrative system but also within them in order to discover general principles and laws, methods and techniques for improving forecasting, organization and coordination, resource management and control evaluation activities aimed at increasing to meet the public interest. Management organization, addressed systemically, is known more as a management system that set of elements of organizational, methodological, informational, and decisional and relations between them, so shaped as to allow the achievement of objectives.

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information, information flows, procedures and means of handling information designed to help achieve the main objectives of the organization.

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In any organization, managerial act is given by all the phases and work processes that establish the objectives of unity and organization of its subsystems, and proposed work processes necessary to achieve them, and those determined to enforce measures to meet their conditions as profitable. The scope and intensity of management is in a dependent relationship with the management echelon in the sense that, how it is done on the top step of the hierarchy of management system, the more comprehensive, more intense and rich meanings and results.

The essence of process management to focus efforts to coordinate human joint work. This effort is in place in time and space and form of combination is made necessary due to the division of labor and management cooperation.

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Experience and reality of other countries shows that democracies improve the administrative capacity of public institutions depends most determination and professionalism in the managerial performance of public functions by public managers and civil servants to execute. This should be a theme for reflection and for representatives of our administrative system to understand the strong need for orientation of attention to public management, the professionalism in the exercise of public functions by public officials and especially by representatives of the political class. For this, each item in the structure and function of public management or public management execution compels us to determine the subject, tasks, powers and responsibilities of owners, whereby they become an active part of the system they belong, care responsibilities clear regarding the objectives and, consequently, the administrative task of the authorities and the social mission of public institutions in which they operate.

The current stage of evolution of the Romanian legislation does not provide a conception unit on civil service issues, established itself with some necessary modifications for the correlation of the different categories of legal acts and to lay the foundation of their legal relationships viable. Should be a fundamental change in the orientation of public institutions in Romania, practically moving from strictly legal dimension that has a system in Romania generalized the managerial perspective to address public institution determined by the new public management values.

Managerial revolution and globalization must be built in a new model of management theory and practices that enable and encourage their mutual potentate. The effects of this new approach will spread and increase rapidly, which requires the assimilation of management institution "triplets empathy - acceptance - congruency" in dealing with change management and change management for near new guidelines in management. Efficiency and effectiveness in the public sector needs to be improved public management in public institutions should be focused on objectives and results, and public managers must be assessed in terms of ability to solve social problems of general and specific.

Public Management has emerged as a necessity and is constantly developing as one of the most important areas of management science; its results can have a direct impact on improving the way of life of a country.

It is widely recognized that the paradigm shift in the public sector and creating new public management system of functional and effective administrative structure that represents a long process, but should be intensified in all countries who want a real orientation of the services offered by the administration market. The transition from the old public administration to new public management usually called public administration reform process requires management approach with regard to a set of basic values.

This reform must be achieved through institutional strengthening and capacity building of Romanian public administration, after the European model. The most important aspect in the process of institution building and strengthening the capacity of public administration is applying to all levels of the Romanian public management system to the *acquis communitarian*. The *acquis* is the set of rights and obligations of Member States of the European Union, the legal rules regulating the activities of member countries and institutions and rules that govern the Union's actions and policies. Harmonization of Romanian legislation with EU regulations was an essential condition of Romania's EU accession.

Romania is making progress in this respect and its obligations not only refer to the adoption of necessary legislation, but also to secure the conditions necessary for their implementation in practice. European Union Member States have long recognized that the management standards and criteria for successful public managers are both the overall performance in public administration and for its reform. Improve performance of public administration means finding better standards of efficiency and effectiveness in law enforcement.

This involves delegation of responsibilities for public managers, accompanied by appropriate controls. In such situations, the quality of public managers is critical. Moreover, when state policies are becoming increasingly complex and increasingly exposed to international cooperation as it is for Member States of the need for managers with broad perspectives and their ability to coordinate work with national institutions and international relationships becomes even more acute.

Basically, the implementation of the reform of public administration requires training needed to obtain the required performance of public servants at all levels. Institutional capacity building at the level of the European Union, rests the transfer of competencies to local authorities, which must respond to a growing number of job tasks, along with the provision of enhanced local or regional autonomy. Therefore, developing a functional administration, able to create conditions favorable framework for the development of market economy, is strongly conditioned training on identifying training needs, preparation and training of civil servants.

Decentralization is a highly complex phenomenon, which suffered a series of changes and social context in which the process unfolds. For this reason you can not make a firm conclusion for the purposes of assessing whether the decentralization process in Romania is a success or a failure, the process itself is dynamic. Understanding the causes of failures exist could lead to development of social policy and institutional changes that lead to improved delivery of social services, and increase administrative capacity. Romania has opted for decentralization of social services and greater autonomy to local authorities in providing social welfare. Decentralization is a process in itself good or bad, but depends on how the project was developed and its implementation. At present, the legislative changes are significant, is developing the necessary administrative decentralization.

Romanian public administration reform is one of the main challenges facing Romania today. In this respect, the European Commission recognized the progress made so far by the Romanian authorities regarding the strengthening of the institutional framework and recommend clearly be substantial efforts in the reform of public administration. Because the priorities and objectives can help to improve the quality of the Romanian public administration is a need for better coordination and correlation of policies and strategies developed by the Romanian public institutions, and establish mechanisms for monitoring their implementation.

Regarding the reform process have been identified, particular, the following priorities: strengthening the coordination role of the prefect of the decentralization of public services and ensure an integrated management system for decentralized public services of ministries, the process of changing prefects and sub-prefects in high civil servants, strengthening the partnership between the ministry and local governments associations, drafting and adoption of the Charter of Public Service - which includes the main quality standards and principles of public service providers, a new salary system for civil servants, activities to promote best practices in the field of public administration.

Typology of public institutions in Romania is synthesized from the detailed presentation of important concepts and criteria for analysis and classification of institutions according to these criteria. The role of the public institution is to provide public goods and services to meet the highest quality general and specific social needs for individuals and companies, in terms of economic efficiency. Public institutions have an important place in the state because, through them, the state carries out its functions.

Public Administration is done through a variety of organizational forms that involve whole categories of staff affected this activity. Public administration system is a system of social organization which exists and operates in a macro-social organization of society as a whole, considered at the national or regional administrative units.

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