

# Measuring Performance for Sustainable Governance in Local Public Institutions

By Ioan I. GÂF-DEAC<sup>1</sup>, Liviu PURCĂREA<sup>2</sup>, Carmen-Valentina RĂDULESCU<sup>3</sup>,  
Victor Adrian TROACĂ<sup>4</sup>

## ABSTRACT:

The intention of this text is to spotlight a few elements concerning the primary functions of organizational overall performance assessment structures (PMS) inside neighborhood public government in Romania (mayoralities) and the existing exploratory imaginative and prescient on those structures. According to a sociological survey carried out in 6 neighborhood organizations (municipalities) in North-West Romania (North-West Development Region of Romania), the consequences of the item suggest a low use of PMS in those institutions, which displays a restricted hobby from the primary actors. The consequences of the have a look at emphasize that overall performance assessment structures aren't but perceived as a powerful managerial device in neighborhood public administrations in Romania, no matter the reality that overall performance size is a substantial possibility for aid allocation, price range improvement or worker motivation. In this context, PMSs are used solely through human beings in control positions withinside the mayoralty, and the motive in their use is restricted to growing the decision-making process, statistical reporting or growing the exceptional of the offerings provided.

*Keywords: development, performance, public institution, system*

## 1. Introduction

For numerous decades, there was a robust hobby withinside the implementation and use of overall performance dimension structures (PMS) in public administration (vital or nearby establishments), which (consistent with many experts) constitute the muse for growing performance and responsibility for each civil servants and public establishments (Behn, (2003). Therefore, we can assume that overall performance dimension and, subsequently, the implementation of PMS to be a chief subject for managers and personnel of public establishments (civil servants), overall, for elected political officials, residents and the media (Jianu et al., 2019). However, there are numerous public establishments or companies that don't use this kind of dimension, occasionally for justified or not (De Julnes and Holzer, 2001).

Thus, paradoxically, in some of public establishments (nearby or vital), we're managing a SMP that doesn't contribute to enhancing the traits of the institution - enhancing the nice of offerings and/or growing the performance and effectiveness of inner processes, a

<sup>1</sup> INCE, Romania

<sup>2</sup> Bucharest University of Economic Studies, Romania

<sup>3</sup> Bucharest University of Economic Studies, Romania

<sup>4</sup> Bucharest University of Economic Studies, Romania

higher distribution of budgetary funds, respectively, a greater rational spending of public money (Bodislav et al., 2020). On the only hand, associated with analyzing overall performance dimension, some specialists (Febriyanti et al., 2024) spotlight the truth that, withinside the case of rising and growing countries, there may be a loss of designated research on overall performance dimension in public quarter companies. On the opposite hand, Meyer (2002) notes that overall performance dimension hardly ever lives as much as expectations. From his factor of view, dimension structures come to be beaten through a mess of indicators, an element to in the end lead those structures to lose their cap potential to spotlight the institution's overall performance level (slight to high) (Gâf-Deac et al., 2024).

At the equal time, different research has proven that the implementation of SMP, withinside the case of a few public companies, is used best to satisfy regulatory necessities and has a tendency to have a as an alternative symbolic dimension, without a tremendous effect on inner operations (Cavalluzzo and Ittner, 2004; Raboca, 2017). The reason of the thing is to examine, compare and examine the numerous factors associated with the principal traits of SMP in nearby management in Romania. More specifically, the goals of the studies are to focus on an outline of overall performance size in nearby public groups in Romania (nearby and territorial public management level). More specifically, this paper will attempt to highlight:

- the extent of hobby proven via way of means of key actors withinside the implementation of SMP. In general, for nearby public management, numerous classes of actors concerned withinside the implementation of SMP may be identified, namely: (a) leaders of nearby public institutions; (b) heads of departments; (c) personnel of institutions; (d) valuable institutions; (e) citizens
- the principal functions for which SMP are carried out in nearby public institutions.

## **2. The significance of overall performance dimension for public institutions**

Speaking approximately SMP, Robert D. Behn (2003) believes that, because of the stress and dissatisfaction coming from residents and the media concerning the inefficiency of public establishments, the implementation of SMP in public establishments is and can be a chief subject matter for public establishments. In this sense, it's far exciting to mirror at the grounds and motives why leaders and executives of public establishments (in addition to employees) have to measure, screen and document the overall performance of the institution.

Unquestionably, maximum specialists agree that overall performance size structures may be considered, explicitly or implicitly, managerial equipment for: growing accountability, enhancing organizational overall performance, growing performance and effectiveness in carrier delivery (Poister, 2003; Berman and Wang, 2000; Padovani, Yetano and Orelli, 2010; Halachmi and Holzer, 2010).

In their studies, Kopczynski and Lombardo (1999) do not forget that overall performance size may be utilized by managers particularly for: (1) spotting excessive overall performance; (2) figuring out overall performance targets and targets; (3) contrast among establishments in phrases of phrases of overall performance results, accountability, partnership constructing and trust. Also, Harry Hatry (2006) moreover believes that

average overall performance length is essential, mainly in public management. In this sense, he believes that managers of public institutions need to use facts on average overall performance length, right now helping them with the following activities:

- a. Responding to requests and questions from residents and elected officers concerning the institution's responsibilities.
- b. Efficient price range creation and expenditure justification.
- c. Allocating sources during the year.
- d. Detailed exams of overall performance troubles and options for correcting them.
- e. Motivating employees.

Last but not least, it ought to be stated that, constant with some experts (Triantafillou, 2007), the precept cause of usual overall performance length is to focus on the comparative outcomes of the performances of numerous public institutions (benchmarking analysis), on the equal time as special authors (Carassus *et al.*, 2012; Carassus *et al.*, 2014) don't forget that the adoption of usual overall performance-oriented manipulate thru close by public organizations represents a notable task for them and a main factor in behavioral extrade and transformation, of values and of the mode of interaction and internal and outdoor communication, which would possibly allow the enterprise to face the disturbing conditions of the turbulences and tensions particular to the environment that characterizes the contemporary public sector (Hajnal, Ugrosdy, 2015).

Performance size in public establishments in Romania is a growing process, targeted on the usage of global contraptions together with CAF and their variation to nearby needs (Popescu *et al.*, 2018). These projects make contributions to growing transparency and duty withinside the public sector. Thus, from a felony factor of view, a primary technique goals to consciousness the efforts of public government on figuring out units of overall performance signs on the idea of which to perceive the economic overall performance of nearby government (Raboca, 2021). The 2d technique makes a specialty of the improvement and implementation of exceptional control gear to be able to growth the exceptional of offerings provided (Raboca *et al.*, 2021).

### 3. Research methodology

From a methodological factor of view, the evaluation and assessment of SMP-associated elements in neighborhood public businesses became executed via a sociological survey, wherein a complete of 6 neighborhood institutions (mayors of municipalities-county capitals in northwestern Romania and overlaying 6 counties in northwestern Romania) participated.

The questionnaires were sent by email, between May and September 2024, to officials from the main departments of the city hall. A total of 360 questionnaires were collected (60 questionnaires for each of the 6-city hall- Table 2). Of the total number of respondents, 160 were men and 200 were women.

**Table 1.** Distribution of questionnaires received by departments/services (for a city hall)

No.	Department/ Service	No. of questionnaires received
1	Economic Directorate	10

2	Directorate of Personal Records	10
3	General Directorate of Urban Planning	10
4	Directorate of Local Taxes and Fees	10
5	Directorate of Urban Ecology and Green Spaces	10
6	Directorate of Social and Medical Assistance	10

4. Results and discussion

Regarding stakeholders the use of SMP, the survey records suggests that best respondents in control positions are certainly inquisitive about enforcing such systems (Table 3). To examine this aspect, we used a Likert scale, with five stages of measurement.

Table 2. The foremost stakeholders of overall performance size systems

"How fascinated are the subsequent classes of stakeholders in imposing (1 – not at all overall performance dimension structures in nearby public institutions?" interested, 5 – very interested)	
1. Respondents with control positions (heads of institutions, heads of4,5 institutions)	
2. Heads of departments of nearby institutions	4,03
3. Civil servants	2,9
4. Central public institutions (ministries or the better hierarchical discussion2,75 board of the institution)	
5. Citizens (contributors of the nearby community)	2,65
6. Media representatives	2,2
7. Business human beings and personal companies	2,1

In contrast, the ones least inquisitive about enforcing SMP are commercial enterprise human beings and personal groups and media representatives; even imperative public establishments and citizens (nearby network members) aren't very inquisitive about such an implementation. Somewhat disappointingly, concerning civil servants, is the reality that now no longer all classes of civil servants are inquisitive about SMP.

From a few factors of view, it turned into anticipated that the heads of nearby public corporations might be inquisitive about enforcing overall performance dimension structures, respectively, to have issues orientated toward tracking and measuring overall performance. But, on the alternative hand, the reality that handiest the heads of nearby public establishments are critically inquisitive about enforcing SMP considerably reduces the blessings and effect that those structures can have. After all, the greater classes are inquisitive about SMP, the more the effect and blessings of those structures.

In different words, it turned into preferred to spotlight the functions wherein SMPs are worried through heads of establishments and heads of departments. According to the statistical analysis, concerning the usage of SMPs through heads of public establishments, the effects of the facts analysis (Table 4) imply aspects:

**Table 3.** The fundamental functions for which overall performance dimension structures are utilized by leaders of nearby public institutions

	B	Error	Beta	t	Sig.
(Constant)	1,65	,231		7,18	,000
Improving decision-making	,402	,065	,478	5,04	,000
Statistical reporting purposes	,331	,045	,327	2,96	,005
Improving the quality of services provided,	271	,067	,265	1,15	,060

First, it's miles showed that overall performance dimension structures are partially managerial gear geared toward growing the performance and effectiveness of managerial pastime withinside the hierarchy of public establishments; the primary sports which can be utilized by the leaders of nearby public establishments are the ones associated with enhancing the decision-making system and enhancing the first-rate of offerings provided. It must be stated that the explanatory energy of the version isn't very high (R2 has a median value). From a sure factor of view, the outcomes of the statistical evaluation monitor that SMP aren't but utilized by the heads of nearby public establishments to encourage their personal civil servants.

### Conclusion

Exploratory studies on SMP in Romanian nearby public establishments famous an ambiguous and complicated photo concerning those measurements. From a few factors of view, this photo famous that overall performance size, on the conceptual level, is poorly conceptualized in Romanian nearby public establishments, even though the usage of SMP is visible. In this sense, the studies' effects display that the most effective organization of key actors in nearby public establishments are inquisitive about overall performance size. Consequently, most effectively the leaders of nearby public establishments are inquisitive about the implementation and powerful use of overall performance size systems, even though we anticipated that different key events might additionally be inquisitive about overall performance size, respectively overall performance size systems. In this sense, citizens, media representatives and enterprise human beings are much less inquisitive about this aspect. At the identical time, the reality that most effective the leaders of nearby public establishments are inquisitive about measuring organizational overall performance may be considered from each a bad and a tremendous perspective. The reality that there may be certainly a challenge amongst nearby public establishments for measuring and tracking institutional overall performance is a tremendous aspect.

As a standard conclusion, withinside the case of nearby administrations in Romania (the case of mayors), the studies outcomes display that, in those institutions, there may be a sequential improvement of SMP, and assist the outcomes concerning the deficiencies in measuring institutional overall performance on the nearby stage mentioned in special countries, in addition to the reality that the implementation and institutionalization of this exercise withinside the nearby public region continue to be tricky.

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