

THE FUNDAMENTAL FUNCTIONS OF PUBLIC SECTOR ORGANIZATION ON THE EXAMPLE OF SUBOTICA LOCAL SELF-GOVERNMENT

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Abstract: *Organizations, as well as individuals, realized that they possess their core, the core which consists of the necessary activities and necessary people, the core which is surrounded by an open and flexible space that can be complemented with flexible workers and flexible delivery contracts. The attempts to save money, by downsizing the management layers or by hiring temporary workers, change the form of the organization and the style of coordination within the organization itself. This paper will firstly explain the notion of organization and organizing. Since the example which will be presented is the Local Self-Government Subotica organization, the author will state the specific characteristics of a public organization first.*

Keywords: *Organization, Public sector, Local Self-Government Subotica.*

1. INTRODUCTION

Common features of all organizations, regardless their size is first and foremost: that their constituents are people, staff, they exist to achieve certain goals and to limit certain behavior of their members, that is, to limit personal freedoms. The term organization is one that we encounter daily and it is widely used. We use it in conversations, read it in the papers or hear about it on TV. The term organization inspires different associations with people, some refer to it as a shop, or school, a company, workshop and the like. However, in expert literature there are certain definitions of organization that differ depending on the theoretical stand points of various authors.

First and foremost, it is important to view an organization as a group of two or more people, working together to meet a common goal. It is of utmost importance to understand the manners in which organizations function so as to improve their management since we spend most of our lives working in them. A successful manager is able to organize human resources, material factors, production, marketing and finances in order to achieve company's goals.

Furthermore, the organization consists of *staff, formally determined functions and informal relations*. It can be also viewed as an ideal structure of logically grouped elements which are interrelated, have the optimal coordination and clearly defined objectives.

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2. ORGANIZATION PROCESS

The organization process is a result of company's structural formation. One of the basic managing functions within a company, which is an organized system, organization is a governing activity that provides setting and determining of subsystems within the system of task delegation to the subsystems (the company's constituents). Having that in mind, the organization consists of two basic activities. The activities in question are the ones of division (decentralization) and those of connection (centralization). (Lilić, 2012)

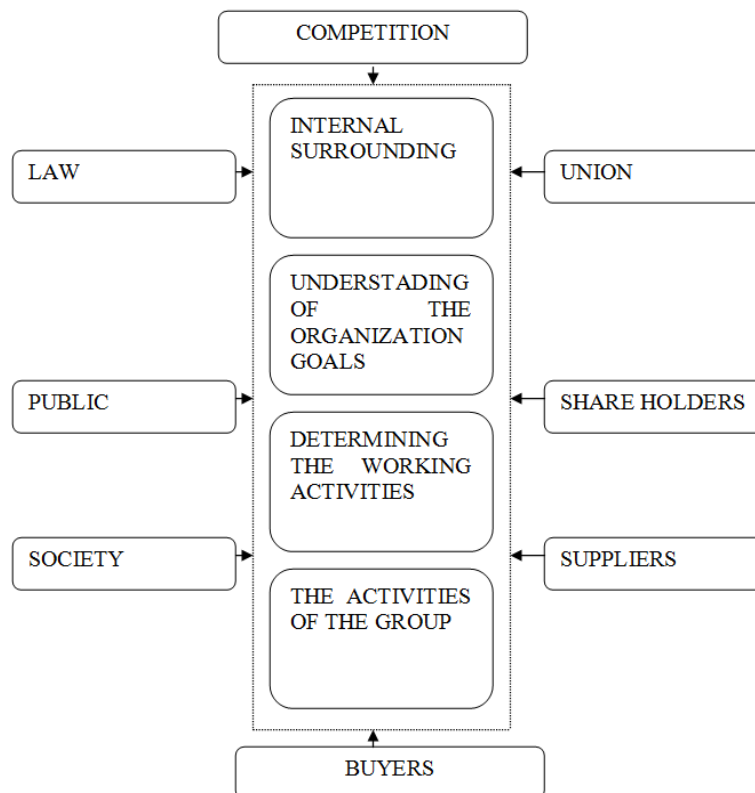
The organization process is shown in picture 1.

The decentralization activities, that is the division process within a company, has as its objective formation of autonomous or conditionally formatted organizational units. They should function within a company in such a manner that certain permits and responsibilities, regarding the tasks, are allowed to them, though only through a unique managing process. (Mladenović, 2011)

The centralization activities, that is of connection, actually imply creating relations between the organizational units within a company in order to perform at their best.

The connecting happens as a result of managing activities. The organization process is shown in the picture. (Lilić, 2012)

Picture 1. The organization process



Source: (Mladenović, 2011)

Organization is a phase in the managing process where the methods, manners and instruments for a successful realization of planned decisions are established. In this phase the necessary activities are determined, division of labor is made, the activities are grouped into the

appropriate structures, coordination of all the employees takes place and all is done as to achieve the before set goals.

The determining of the work is a process that goes from top to bottom. The task is decomposed into smaller tasks which are then grouped at certain levels. At this level, the task is still rather complex, therefore it is necessary to further divide the tasks into smaller and less complex ones. The process continues until the parts of the tasks are allocated to the administrative assistants, that is the employees at certain working positions. (Živanović, 2016)

3. CITY GOVERNMENT ORGANIZATION IN THE EXAMPLE OF SUBOTICA LOCAL GOVERNMENT

In the sense of organizing, the government appears as a complex governing organization composed of many and various bodies and organizational units that establish mutual communication on the basis of the previously determined rules and regulations. By the term organization of the state government, one considers a network of state government bodies, rules that it is formed by, its internal structure and legal position of its units, their management and government as well as the position of its employees. The organization of the state government depends on the political and territorial organization of a certain state. Thus, in federations we find governing units on both federal and republic level, while in unitary states all governing activities spring from one level of government. The basic principles which serve as a foundation of the state government bodies are: realistic, territorial and personal principle. According to the realistic principle the governing bodies are formed according to the kind of work they are supposed to perform. Realistic principle can be found in the functional form or as a department in charge.

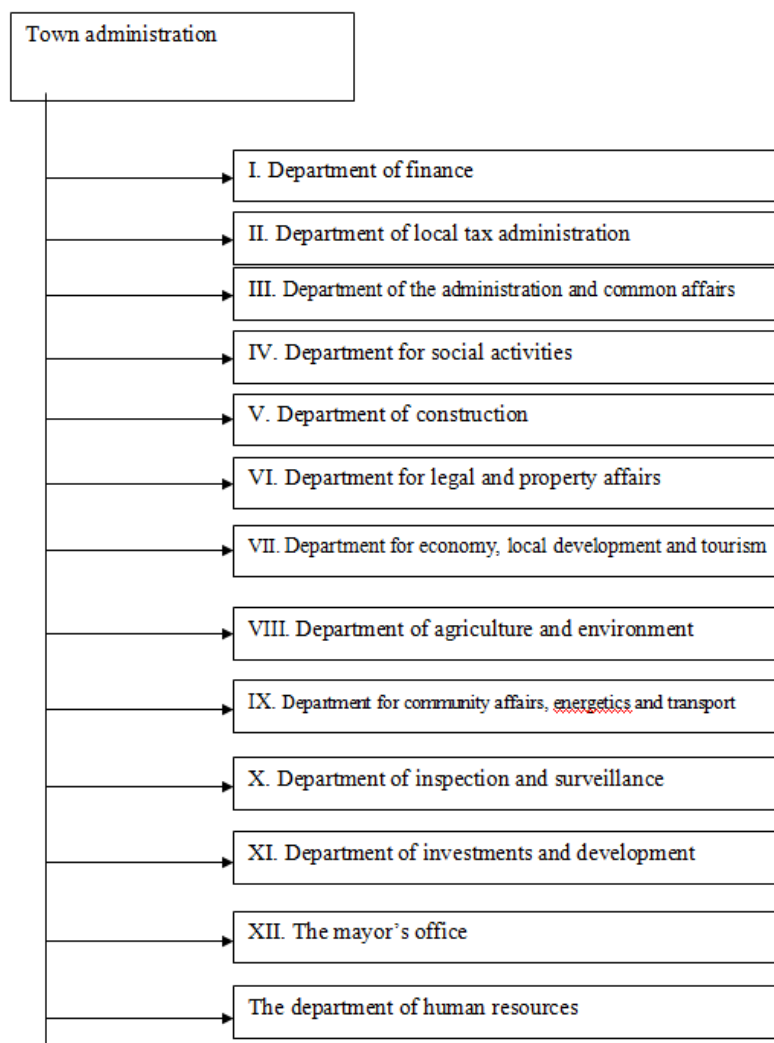
The basic activity of the state government bodies is a governing activity; this is why these bodies are defined as bodies that perform the governing activities as their primary activity. The work of the state government bodies is determined as a group of certain activities that enable the state to achieve its goals and tasks. They could be divided into two basic groups of activities, that is the activities of the state government bodies, and these are: a) activities with authority, b) activities without authority. Actually, the activities with authority are: issuing legal documents, administrative supervision, making decision on government issues. The activities without authority are those which are observed as the ones that spread the state tasks that is the objectives of the state. These activities are: making the Government politics, adjusting the development in certain areas, performing of the expert activities, expert drafting of the legal regulation and other expertise related businesses.

The state governing bodies are formed according to the law, that means that they cannot be organized *at hoc* according to some by-laws. Moreover, since the formation of the state government bodies is ruled by law, the scope of their work is also regulated by law. In the 1st article 2nd paragraph of the Law on state government of the Republic of Serbia it is stated: “the state government consists of ministries, governing bodies within ministries and special organizations.” (Law on state Administration of the Republic of Serbia, 99/2014)

THE ORGANIZATIONAL STRUCTURE OF SUBOTICA LOCAL GOVERNMENT

In the local government the following basic departments are formed.

Picture 2. Graphic representation of Subotica Local government organization



Source: (http://subotica.rs/public/documents/pages/informator/informator_subotica_cir.pdf, accessed and taken: 1.11.2020)

Hereafter the services of certain departments will be described:

The department of finance plies with:

- preparation and drafting of the city budget, drafting of balance sheets, internal control, balance sheets of public income and expenditure, making manuals for the drafting of the budget blueprints, monitoring the performance of the end users, monthly and quarterly plan approval, monitoring the quotas of the assumed tasks, approval of the request for the change of appropriation and quotas, monitoring of the incomes and expenditures of the budget, taking care of the billing of the funds taken from the budget of the Republic, the usage of means from current and permanent budgetary reserves, provisional abolition of budget implementation, income tracking, expenditures and other obligations of the City regarding borrowing, free assets of the safety vault management,
- dealing with analytics, planning and reporting

- financial plan adjustment within the preparation procedure for the budget of the City according to functions and users, tracking of the legal and intended use of the budget means for the functions and users of the budget that are part of the State Department,
- draft preparation for the documents which are in jurisdiction of the State department and which are issued by the Town assembly, the Mayor and the Town council,
- implementation of the financial plans according to the functions within the scope of work of the State department,
- performs the activities of administrative supervision over the enforcement of the regulations and other general documents of the Town assembly that are in the jurisdiction of the State department,
- expert and other jobs that are established by the Town assembly, the Mayor and the Town council and
- other activities established by the Law, Statute, Assembly rules and other regulations.

Local tax administration department deals with:

- activities that establish and recover local public income
- preparation of the document's blueprints for the State department which are issued by the Town assembly, the Mayor and the Town council,
- State department functional financial plan implementation,
- Administrative supervision activities regarding regulations and other general documents under the jurisdiction of the State department and issued by Town assembly,
- Expert and other work approved by the Town assembly, the Mayor or the Town council and that are under jurisdiction of the State department,
- Other activities established by the law, Statute, Town assembly ruling and other official records.

The administration and common affairs department deals with:

- Activities regarding the requirements of the Town assembly and its constituents,
- Activities regarding the requirements of the Town council and its constituents,
- Activities regarding the Mayor work position requirements,
- Protocol activities,
- Requirements of the Chief of the department,
- Expert, technical and administrative work related to the enforcement of the public procurement,
- Activities related to the development and maintenance of the network information system of the City administration,
- Activities related to the working conditions provisions for the City government bodies
- Activities related to the commuting of the City government employees and vehicle fleet maintenance,
- Preparation of the regulation drafts within the scope of work of the State department and which are enforced by the Town assembly, the Mayor and the Town council.

The property and legal affairs department does the following:

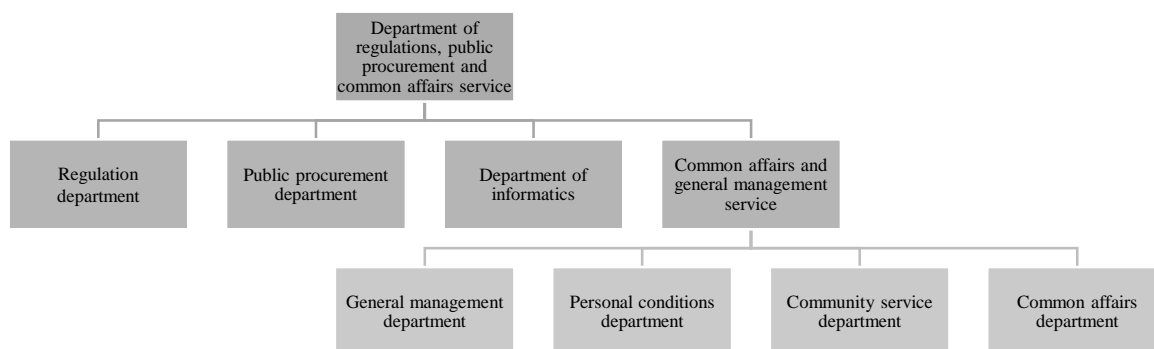
- Enforces the rulings and other regulations passed by the Town council, the Mayor and the Town assembly regarding property and legal affairs,
- Adopts rulings in the administrative proceedings in the first degree on the civil rights and obligations concerning the administrative issues under the jurisdiction of the State department,
- Enforces laws and other regulations related to the legal and property affairs and whose enforcement was entrusted to the City,

- Drafts financial plans in the City budget preparation procedure according to the functions and budget users, tracks legal and intended use of the budgetary funds for the functions and users of the budget that are under the jurisdiction of the State department,
- Monitors the financial plans implementation as of functions that are under the jurisdiction of the State department,
- Performs the administrative proceedings over the regulation and other general rulings enforcement which are under the jurisdiction of the State department,
- Drafts the regulations and other rulings passed by the Town assembly, the Mayor and the Town council that are concerned with the property and legal affairs as well as investments,
- Performs expert and other work set by the Town assembly, the Mayor and the Town council under the jurisdiction of the State Department,
- Performs other activities specified by the law, Statute, Town assembly regulation and other rulings.

Human resource department deals with:

- Expert and technical activities in the electing and hiring procedure,
- Personnel plans proposition preparation,
- Organizing professional training of the employees,
- Evaluation of the enforced decrees effects,
- Analysis of training and further education requirements of each employee
- Annual program of professional training proposition and financial plan proposition on how to execute the professional training plan,
- Tracking and analysis of the results of employee evaluation,
- Keeping of personnel records and personal files of the employees
- Other activities relevant to the professional development of the employees,
- Preparation of all the documents relevant for the exercising employees' rights and obligations,
- Takes part in the financial plan drafting procedure for the Town budget.

Picture 3. Representation of the Common affairs department organization



Source: (http://subotica.rs/public/documents/pages/informator/informator_subotica_cir.pdf, accessed and taken: 1.11.2020)

General administration and common affairs, account of enactment within the jurisdiction, obligations and authorizations

General administration and common affairs department deals with:

- Administrative and other activities concerning law and other regulations enforcement which is directly entrusted with the Town, such as keeping registers of birth, death and

- marriages, citizenship, personal names, identification numbers, elective registers, office management, writing office management and archives,
- Activities of the City service center,
 - Activities regarding the election of the aldermen for the Town assembly and referendum implementation,
 - Receiving, logging, technical and administrative processing and enforcing of the documents, expediting mail and distributive activities,
 - Coordination of the local government and local community, cooperating with the expert departments of the Town government, provision of consulting, administrative, technical service to the local communities,
 - Workplace safety and fire protection activities,
 - Regulation draft preparation within the Service scope of work and enforced by Town assembly, the Mayor and the Town council,
 - The activities regarding the Town facility maintenance and cleaning of the premises within,
 - The activities related to the organization of the maintenance for office buildings of the Town bodies and cleaning of their premises,
 - Activities related to transport requirements of the Town bodies and vehicle fleet maintenance,
 - Other expert, administrative and technical activities within the Service and instructed by the Chief of the department, Mayor or the City council.

4. CONCLUSION

The organizational structure is often a variable set up of company's organizational formations (organizational units, organizational functions, job positions etc.) based on division of the work according to formation as well as interaction - mutual effect among formations. It is most often presented by graphic charts, where one uses geometrical forms and lines (rectangles, circles, ellipses etc.), connected by continuous or intermittent lines, which are called organizational charts or Gantt charts. In order to understand this, very important issues, notions such as macro, mezzo and micro-organizational structure are being used. Contemporary organization is viewed as a system of professional processes in which transformation of input into output takes place and thus additional value for the buyers is made, not all of the activities are of the same relevance to the organization. The organizations have to be prepared to meet these challenges. It is evident that the strategies, which ensure successful functioning, in such circumstances, require flexibility that is possibility of self-defense (stability), the forms that are used in order to single out and localize the negative effects of the external and internal surroundings. In such business conditions the choice and implementation of the adequate competitive strategy represents a guiding line towards doing business successfully. The trends in the surroundings as well as harsh global competition pressure managers immensely in order to aim the organizational activities towards continuous development of the key competences in order to strengthen the market position. The vitality of an organization on the market is conditioned by the efficiency and effectiveness of doing business.

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