

COMPETENCY AS A PREDICTION FOR THE SUCCESSFUL PERFORMANCE OF THE MAYOR AS A MANAGER OF MUNICIPALITY

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Abstract: *To achieve the performance it is necessary that person who carried out, has certain abilities. These abilities are called competencies and form a set of conditions necessary for the successful performance of the activity, to achieve the goal, and also to be able to identify the person as competent. Contribution brings a view on the issue of competencies of mayors in the Slovak Republic. The focus is on basic competency, social competency and professional competency as key competencies necessary for the successful performance of mayor and effective municipality performance.*

Keywords: *competency, ability, mayor, performance, key competencies*

JEL Classification: *M12, K00*

1. INTRODUCTION

The issue of identification those competencies of mayor as manager of municipality, which demonstrates the effectiveness of work is one of the key areas, in which is focused the attention of experts from different fields of study - economy, human resource management, public administration, public law etc. By defining of key competencies reflects an author's effort to the most complex and most adequately characterize the current mayor's form of readiness to performance of mayor as a manager of municipality. Sum of all these knowledge and skills, called competencies, should be created an image of the mayor as a manager, who satisfies the personal, social and professional requirements. Aim of this contribution is to define the key competencies of mayor's performance in Slovak republic.

2. MAYOR AS A MANGER IN MUNICIPALITY IN SLOVAK REPUBLIC

The municipality is led by mayor elected in direct (by citizens) local elections stands for a four year term. Mayor is elected official holder of local- self government, which is expected to be willing and able to work professionally in favor of community development, as well as the needs and interests of its citizens. All areas of scope of activities reflect the requirement of compliance democracy and expertise, which is most pronounced on the local- self government level in the person of the mayor. [1] At that place, it certainly raises the question, why it is necessary to define the activities of the mayor from the perspective of management theory. Why do the mayor refers to be manager? Public Administration is still known as bureaucratic with limited legislative background began to assume (and this process is still ongoing) knowledge from the private sector in the management of the organization and management of processes and introduction of new management methods. This concept is referred as "New Public Management" and one of the objectives of this approach is to increase the benefits (as in the public sector could not be observed by profit) formed through the conversion of public administration officials to managers

and the citizen to customers. We realize that the performance of the mayor is not the job as the theory of Labor Law defines, but for the purposes of our contribution, we will refer to as the mayor of the management representative self-government, as manager of the municipality. The aim of management is to focus the attention on - who the manager is, what carries out, what managers have in common, but mostly what managers are different from their subordinates [2]. Management understands mayors as leaders in their municipality territories. Range of tasks that must be carried by local government intervenes in the management system, but also to the economy of local government, which urgently puts requirements on the quality of the self-governing management.

3. COMPETENCY

The central concept of competencies is the abilities - that are individually different disposition of the individual to perform. Abilities are developed in the course of life is gradually shape the socialization process of the individual. Person acquires knowledge, acquire skills and gradually gaining the experience - repetition fixed effective manner. On this basis, the individual is then able to perform a certain action. [3] A breakthrough in the identification competency for the development of exceptional managers is considered Art American psychologist David McClelland published in 1973, at that time known as controversial. Article entitled "Testing for competence rather than for intelligence" rejected the assessment of intelligence as the best indicator of success in the work manager and called for the selection of managers on the basis of competency. Later this concept thoroughly explained and Richard Boyatzis in 1982 in "The Competent Manager." The concept of competency for the first time comprehensively characterized and explained as "the ability of a person to behave in a manner consistent with the requirements of work in the parameters of the environment of the organization and thus bring the desired results." Competencies designated as acquired and developed disposition to certain types of activities reflecting the capacity of the individual. [4] Competency is the ability

of man to behave in such a way that brought the effective performance. Effect of competency to perform of work described Boyatzis in 1982 in known publications. He argued that effective performance occurs when all three components to effective job performance are identical, consistent. It is the individual competency, work requirements and organization background. If it is determined that one or two of these elements are inconsistent and do not correspond to each other, then the effective exercise of the work is not done.

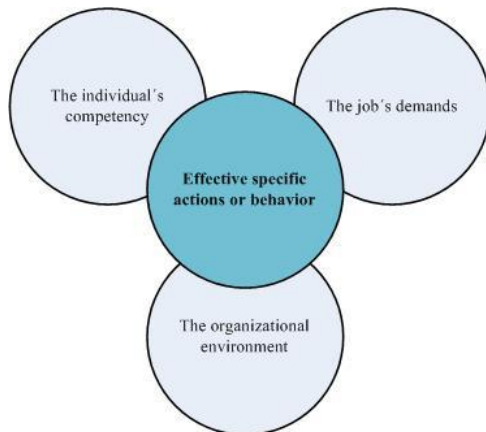


Figure 1 A model of effective job performance

Source: [4]

This theory was elaborated by Ley in 2006 [5], who stated that the performance of managers depends not only on their experience (senior) as a traditional bureaucratic organizations perceive, but depends on the competency to do their own work managers deliver, develop the process and achieve the desired performance. Similarly, it said Finn [6], and he argues that the experiences that were key determinants of the performance of managers in the past, are not sufficient for the effective performance of managers today. Increasingly competitive world with its emphasis on technology and knowledge workers emphasized the importance of cultivating human capital [7]. Therefore approach of human resource management based on competencies was a response to the inadequacy and ineffectiveness of procedures for the selection, training and development managers.

4. KEY COMPETENCIES FOR THE SUCCESSFUL PERFORMANCE OF THE MAYOR

The concept of competency dominated the thinking and practice in the field of employment. The concept of competency achieved this privileged position because it is essentially concerned with job performance. Abilities are language of performance. They express the expected results arising from the efforts and activities of the individual, as well as the way in which these activities are performed. Since everyone in the organization can learn to speak the language, offering competency in many different contexts and conditions common, well known and understood by means of characterizing the expected performance. [8]. And more than other employees, just by manager depends on its capacity. He is expected to such a summary of competencies, which he described as extraordinary. A competent worker is capable worker, capable to bring power and give organizations additionally added value, thus contributing to improved performance across the

organization. In the case of managers is important to address the issue of competencies much more. In the definition of competencies based on the theory of Belz and Siegrist in 2001 [9], who comprehensively define the structure of key competencies as follows:

- **competencies in relation to his own person** are formed ability to manage oneself (self-management and self-motivation) reflection to oneself, the ability and willingness to continue to develop;
- **social competencies** are formed skills of teamwork, cooperation of, ability to cope with conflict situations and communicative;
- **competencies in methods** (professional competency, vocational competency) are formed capabilities allowing apply technical knowledge, develop creative and original solutions. The basis of expertise is education as a basic set of knowledge for effective job performance.

5. DISCUSSIONS

It is important to focus on professional (vocational) competency as the ability to allow the implementation of knowledge and expertise. The basis of professional (vocational) competency is education, which is not possible to require from mayors when they are applying for the post. Although, we respect legal restrictions, respect the principles of democracy, but the legislative does not prohibit us (we mean „us“ as a voters that "transmitted" representative mandate to mayor in the elections, where we value this competency) to require from them those abilities, that are necessary to have for competent held of post and for bringing the effective performance.

The current situation calls for a more realistic view, which leads to the need of creating a state of the municipal government, which will be part of democracy expertise. Fulfillment of this requirement is particularly pronounced at the office of mayor, because it is serious and irreplaceable representatives of public authorities.

The current legislative do not allow us to require from the mayor minimum education or any proof of professional knowledge to perform its functions. In exercising its functions, it is necessary to take into account also the social aspects of its activities. We focus our attention of contribution on the social competency as the ability to effectively and successfully deal with social situations, to integrate with the social environment, not only to understand the social situation, but deal with it according to the needs and interests of the participants and thereby contribute to the achievement of the objective.

Social competency is characterized by authors Výrost and Slaměník in 2008 [10] as the image of social skills (interpersonal skills) and is composed of comfort and behavior in the social (interpersonal) situations, communication, through cooperation, assertiveness, responsibility, self-control, coping with conflict situations. Social manager as mayor interacts with the municipality, with people gaining social information and interprets them, has interpersonal skills to work with people inside and outside the municipality.

6. CONCLUSION

Organizations need managers to be able to achieve their goals. They need competent managers to be able to achieve

these goals effectively and efficiently. As manager effectively manages its organization in order to minimize costs and maximize profits, as well mayor as manager should carry out duties to ensure effective performance. Mayors should have in mind to maximize benefits for citizens. For that reason, mayor should be a perspective, capable and competent person, managers with expertise

and qualifications to perform the duties, to be also a social manager.

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