

## CUPRINS

CAP. I: PUBLIC INSTITUTION - SPACE (AND) ACT OF INDIVIDUAL ETHICS AND MORALITY.....	2
2. Reasons and benefits for implementing ethical practices in public institutions .....	3
3. Ethos organizational and managerial morality .....	4
4. The importance of ethical management .....	4
CAP. II: MAIN ACTORS IN PUBLIC INSTITUTIONS ETHICS .....	5
1. Manager - mediator between the institution and his subordinates.....	7
2 . Making ethical decisions .....	7
3. Ethics in Human Resources.....	8
4. Manager confronted with unethical behavior.....	9
5. Sources of ethical error in management .....	9
CAP. III: THE OPTIMIZATION OF ETHICS IN PUBLIC INSTITUTIONS OF ROMANIA.....	10
1. The necessity of optimizing the ethical management in public institutions .....	11
2. Ethical tools in manager's work.....	11
2.1 Mentoring - a method of improving the ethical climate in public institutions .....	12
2.2 Ethics Training .....	12
2.3 Whistleblowing-optimization tool ethics in Romanian public institutions.....	13
CONCLUSIONS .....	13
BIBLIOGRAPHY .....	15

## **CAP. I: PUBLIC INSTITUTION - SPACE (AND) ACT OF INDIVIDUAL ETHICS AND MORALITY**

Ethics in public institutions from Romanian public institutions are also faced with some problems of the West, but on another level, and sometimes from another perspective. Management is tributary to geopolitical space in which institutions operate, a "Romanian ethos" good and bad. However, each institution corresponds to a particular ethos.

Ethical management is considered the new challenge of the XXI-th century, some commentators of the phenomenon considering that it is only about business. Regardless of the position taken, more and more voices argue that ethics is the answer to the dilemmas and temptations of the modern world. The rate of alignment with ethical standards is not the same for all institutions, but they are placed on a continuum between immorality and ethical neutrality, final alignment with ethical goals and missions. How much public institutions in Romania have come this way?, Which are the obstacles that are contributory factors? - we aim to find out through our approach.

To build an "ethical" organization is important for the manager to establish, publicize and present a model of the core values of the organization. The most important parameters are mutual trust and respect, honesty, integrity, encouraging people to take responsibility for their actions, fairness - these are important values for any ethical manager. But these values must be included in the daily behavior of the manager and not only in his official pronouncements.

Management is tributary to the space in which it have a social function. Each institution active in the community and its mission is to provide its services to citizens. It is a responsibility that involves a major challenge and solving problems related to both management and the specific situation (including the consideration of a political dimension).

## **2. Reasons and benefits for implementing ethical practices in public institutions**

In the last decade, public institutions in Romania had to consider the ethical dimension when build their long-term strategies. Thus arose the ethical codes, the question of ethical education of staff, creating an moral organizational culture.

Management is conditioned by cultural values, traditions and customs of the society in which it is conducted. Even if other countries are management models that work, copied in Romanian society they have only partial results.

### **3. Ethos organizational and managerial morality**

Ethos means all moral traits specific to humans, to a social group or an age, so to the cultural specificity of a community. From this perspective, organizational ethos will include all aspects of morality and even psychology that we can identify the group that operates in an organization.

Between the institution and the individual ethics there is a relationship of mutual determination and influence: an organization can not be considered moral if the individuals composing it does not adhere to a set of such values, but the morality of an organization is more than the sum of individual morality.

### **4. The importance of ethical management**

Manager of public institutions is given a specific mandate to be respected, and work must meet the needs of the community, but its role is difficult, being at the intersection of community requests, the need for

collaboration with other institutions, restrictions imposed by laws in force and government policy and the needs of employees or subordinates.

A moral institution is defined by relations morally relevant: the relationship between employees and the institution, relations between employees themselves, and relations between institutions and the community.

One goal was carrying out a research in several public institutions in our country to identify peculiarities in the link between organizational culture and ethical climate management, respective manager.

## **CAP. II: MAIN ACTORS IN PUBLIC INSTITUTIONS ETHICS**

This chapter focuses on the significance of the manager as the main actor in the institution. The issue is addressed by a manager who can turn in leadership positions, but also subordinate to other institutional managers, top managers. The intention is that this research can serve as a practical handbook for managers in public institutions. In my own professional experience, I have encountered cases

where managers were aware that some changes are required in the institution, in their management style, but did not know to act, and especially how to do it to get the desired results. Just to meet this need, we developed such a chapter.

The starting point was that of presenting difficulties and complexity of the role of manager. We emphasized that management is primarily with and about people, not about the preparation and verification of documents, the position in the hierarchy of the institution etc.. Overall, management requires both a set of personal skills, knowledge of several fields (economics, psychology, management etc.) and willingness to go beyond appearances. If until a few years to be a good manager is put in the forefront of skills such as: good communicator, analytical thinking, knowledge of the field of action, now almost not find such a list of the missing reference to integrity; and that the top positions!

The moral component of the institution became priority: manager must first be honest, loyal and responsible. Respect is another value that is build relationships within the institution, but also those outside it. Currently, manager behavior is the standard for his subordinates. Since he no longer expected just stating what should be , but also provide models of how to achieve goals. The manager is the one who must put first in practice what they profess.

## **1. Manager - mediator between the institution and his subordinates**

Even if managers of public institutions were not yet willing to accept the effects which their role, especially the attitude, has over their subordinates, today they are faced with the need to form and develop some communication skills, relationship building and respect their subordinates. In this way they will be able to lead effectively and ethically institutions.

## **2 . Making ethical decisions**

Manager's work requires, fundamentally, decision making. All decisions of managers involves a moral dimension (in terms of rights and obligations): morality and moral consequences of the decision maker . The very ethics can be defined as a systematic reflection on the moral consequences of decisions.

Starting from the idea that every decision involves a matter of ethics, we considered it important to insist on the importance of making ethical decision. Ethical dilemmas claiming conflict between two or more values or ethical principles are always present in the work of public institutions. Although both moral philosophy and other

sciences (economics, psychology, sociology) have attempted to propose models of ethical decision –which are, partly, incompatible with each other, it was shown that this process occurs in a complex context, at which an large number of variables occure, so for the manager becomes difficult to follow a particular model. Making ethical decisions is considered more of an art; the "journey" is as important as the "destination". To demonstrate the complexity of ethical decision, we proposed our own vision analysis of a real case.

### **3. Ethics in Human Resources**

Understanding management has changed a lot in recent years. If the beginnings of management as a science is emphasized productivity, today we are witnessing the birth of a new paradigm, the transformational management, the emphasis on ethics, diversity, globalization and quality of work.

Making ethical decisions is essential in human resources processes in institutions. The sole responsibility of the manager to ensure that they comply with legal standards and ethics. These decisions will affect the overall activity of the institution in shaping organizational culture on employee motivation and ethical behavior.



Human resources processes on which we are stopped are recruitment, selection, evaluation and reward of personnel in public institutions.

#### **4. Manager confronted with unethical behavior**

In many institutions you can identify flaws, both for managers and subordinates, the vices that exacerbate each other and influence organizational behavior. If the manager fails in this task, it is expected to face a wave of unethical behavior. Before moving to improve ethical climate, to eliminate unethical behavior or as stated managers to reduce the number of misconduct is required initial assessment of the situation within the institution, which is why we have proposed a tool for this purpose (questionnaire "Unethical behavior" designed in two forms: one for the managers and another for subordinates).

#### **5. Sources of ethical error in management**

Managers activities, their decisions, may be influenced by the intervention of their own sources of error. Taking as starting point our own professional experience, we have proposed five sources of error which we explained, bearing in mind the criterion of their usefulness to managers:

- Similarity and accuracy of information in human resources

processes

- Features personality "thirst for power"
- Develop a mentality like "if it is ..."
- Less pleasant face management: occupational stress

Working in a time of change in an institution which inevitably are malfunctioning, the manager is asked to take the role and the agent of change, to improve the institution. The most important and challenging task remains changing organizational culture in order to align the current ethical standards.

### **CAP. III: THE OPTIMIZATION OF ETHICS IN PUBLIC INSTITUTIONS OF ROMANIA**

One of the biggest challenges for managers of public institutions is the creation and maintenance of appropriate ethical climate. Faced with this challenge, they must consider the complex ethical issues, specific work, the public nature of the services provided, organizational subculture characteristics, as shown, encourages and protects ethical violations and resistance to change, shaping the character and personality of the employees.

## **1. The necessity of optimizing the ethical management in public institutions**

The institution morality is much more than the sum of individual morality. Often, managers recommendations are limited to individuals warning to be careful in its morality and they made them from positions of power, only by just mentioning the penalties for such offenses.

By themes analyzed, by comparing them at permanent realities from public institutions and by calling professional experience, the effort to provide a framework for understanding the ethical issues involved in the work managers and, not at least, to propose tools to improve ethics enforcement, evaluation of various issues, this thesis is more widely circumscribed field of applied ethics, with particular reference to ethical management issues.

## **2. Ethical tools in manager's work**

In the last chapter we tried to give managers working tools tailored to public institutions. In this regard, we stopped on mentoring , ethics training and whistleblowing, stating the benefits they bring to the institution, the conditions and the difficulties of their application.

## **2.1 Mentoring - a method of improving the ethical climate in public institutions**

When entering a public institution, the public servant must both strive to adapt to new requirements posed by its position (in terms of knowledge, skills), but he must understand and adapt to organizational culture, to understand what is expected from him and what the institution can offer to him. This transition is easier if there is a well set up mentoring and training programme. Mentoring involves a dynamic relationship between a person who wants to teach another willing to help and guide.

## **2.2 Ethics Training**

How do the institutions that create and maintain managerial skills? What is important to realize this? First, managers have a key role in improving the competitiveness of the institutions. Second, managers are a primary decision factor in the institution. Third, managers have a key role in how organizational changes are implemented. And last but not least, the managers are the ones who have to implement how the institution provides continuous training for its personnel.

Ethics training is "intensive formative process, depending on the specific organization designed to raise

employees morality, to make them internalize the code of ethics and values, to help develop moral character and to improve capabilities while moral judgment in accordance with the requirements of the organization. "

### **2.3 Whistleblowing-optimization tool ethics in Romanian public institutions**

Usually, when talking about the issue's whistleblowing, are bringing to attention severe cases, with a strong impact on the population, the whistleblower's revelations made public because the organization has not taken the necessary attitude on correction of the facts reported and then suffering from persecution to which it is subjected.

### **CONCLUSIONS**

The character of this work is deeply applied, circumscribed to the field of applied ethics. Ethical management issues is addressed by placing manager in a double place: that of a leader, but also subordinate to other institutional managers, top managers.

We discussed the institutional realities, especially human resources, explained the existing mechanisms in public and offered "reading grid" for their understanding.

However, we have identified and solutions to ethical problems faced by managers in their work and we wanted to provide tools that lead to optimization of ethics enforcement institutions.

By issues studied by a permanent situation in public institutions, research can be a practical handbook for managers and an invitation to meditation on the importance of ethics in public management .

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**Web resources (selection)**

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