

THE ROLE OF THE LEADER-CHIEF ON THE EFFECTIVENESS OF THE PUBLIC ADMINISTRATIVE SYSTEM

Gevorg SMBATYAN

Ph.D. student at Public Administration Academy of the RA

Gegham SMBATYAN

Ph.D. student at Public Administration Academy of the RA

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Introduction. The role of the leader-chief has been an important factor for all states for centuries, as the latter has been the main force by which the systems of government have functioned effectively or ineffectively. Since the end of the 20th century, globalization and the development of information technology have given rise to new management concepts for chiefs. The previously effective public administration systems could no longer adequately respond to the new challenges of the rapidly changing internal and external environment. Managers needed new tools and mechanisms to respond to these changes. Hegel has already noticed it: "In the world history, due to the human actions the results aren't often made in the way that was expected and of which mankind is aware" [Gegel', 1935, 27]. The necessity of the study is in the fact that chief-leaders are supposed to introduce motivational systems equivalent to increasing work performance meantime containing the features characteristic to civil servants as individuals specifying the field of activities. Taking into account the events taking place in Armenia – pandemic, war, and the crisis caused by them, we can conclude that systems operating for state administration system efficiency have lost their relevance and it is necessary to apply new approaches, by which the role of chiefs on the efficiency of the state administration system will even more be effective.

Methodology. The study of the main abilities of the leader and chief, their improvement, through which the subordinates will be able to accept the chief as a leader, is impossible to reveal without a detailed study of the theoretical part, because the latter gives an opportunity to understand and visualize the abilities of leaders and chiefs, their right decision-making process thoroughly as well as possible factors affecting on it. The methodological and informational basis for the study has been the characteristics of the chief and the leader and the managerial decisions, in particular, the domestic and foreign professional literature, the scientific, analytical and internet publications of the researchers regarding the managerial decisions of the characteristics of the leader and the chief in the public and private management systems. Thanks to the method of scientific analysis, the subject of research was divided into separate parts, and each of these parts was studied. During the study, separately studied parts were combined, as a result of which conclusions were made.

Literature review. Since ancient times, the leader has come up with various titles: chieftain, king, leader, commander, etc., whose role has had a great impact in maintaining the existence of a group of people. Survival is naturally ideological and its existence depends on the effective functioning of political systems. In order to survive, humanity must have a mindset that implies an extremely high degree of tolerance, self-criticism, and a willingness to compromise [Pozdnjakov, 2003, 469]. The development of the theory of public administration was carried out at least with 3 stages, of which the first stage covers from ancient times to the end of the 19th century. The first fundamental work on the nature of state management of public life is known as Plato's dialogue "The State". According to him "the ideal state was the fair management of the best, so in real life the best possible form would be aristocracy"[Platon, 1971, 150, 374, 380]. The second stage of the development of the theory of public administration covers from the last twenty years of the 19th century to the first half of the 20th century, during which the theory of public administration was basically formed as a complete scientific heading. And the third phase covers from the end of the 60s of the 20th century to the present day, and during this period the so-called "New Public Administration" doctrine was formed [Henry, 1975, 378–386]. Certainly, in all cases, the role of the leader as an individual was great.

All stages are necessary in any situation for the leader to distinguish his personal interest from the general interest, here it is necessary to quote the words of Garegin Nzhdeh. "In such historical conditions, the standard of the leader, his question should be: what will dictate the eternal interest of my country and my tribe, if not only the power?" [Mirzoyan, 303] "... poor states are poor, because those in power make decisions that create poverty" [Atjemo'ghlow, Robinson, 2018, 105] undoubtedly, the successes in the state administration system are related to the personal characteristics of the leader, among them are: both knowledge as a means of solving problems, and eloquence as a tool of public administration, through which the chief should make political decisions. A leader must be able to tell and accept the truth, and must also have the ability to put state goals and interests above personal ones. In order to determine his place and assume a role in the political arena, it is necessary for a leader to have a clear mindset of the genealogy (etymology) of governance [Margaryan, 2017, 193].

Scientific novelty. As a scientific innovation, with the help of the comparative method, it was possible to present the basic abilities of the leader and the chief and the importance of making the right managerial decisions, based on which a scheme of manager's skills was built. Thus, putting together results mentioned above, we have separated systemic problems and suggested solutions.

Analysis. Public administration has been and remains one of the most relevant topics for management activities. Public administration is such a field where it

is most necessary to bring science closer to reality [Waldo, 1948]. Basically, the chief's work is of an intellectual nature, whose main sources of work are his actions and decisions. Everyone makes and then implements many decisions during their lives, but sometimes there are cases when the decisions made can be decisive and leave their mark on people's future lives. If we compare the day-to-day decisions made in state administration and local self-government systems, we will see that they differ in nature, structure, and impact. A number of requirements are put forward to the public official, the chief. Their diversity is due to the process of public administration reforms. Based on the advanced ideas of the society, it is necessary for the chief to have the ability to defend his own ideas and positions, to have the desire to meet different layers of the population. A chief should have a number of functions from planning to a controlling.

According to the management style, there are weak and strong chiefs. Strong leaders are less conservative and more flexible than weak chiefs. They are more patient, they take responsibility in difficult situations, are emotionally stable and have creative capabilities. A characteristic feature of a weak chief can be permanent collisions with unpredictable situations, which he is unable to cope with, or the belief that he knows the work better than his subordinates, that's why he does everything by himself. Another characteristic feature of a weak chief is that he postpones decisions until tomorrow and does not complete most of the work.

In order to develop a career and get a higher level chief position, several factors are necessary, among which are the desire to assume a higher chief position, the desire to work with people of different types and to take greater responsibility.

There are a number of characteristics that a state politician must have, among them are character, will and knowledge. Character is considered an important factor, it is necessary to have a stable character, which will give an opportunity to achieve the best results, and for a stable character we need a number of characteristics, among which are risk and consistency.

The chief's next characteristic is will, in which case it is assumed that it raises the character from the individual level to the universal level. Due to the will, we can distinguish the acting person from the thinking person.

The last characteristic is knowledge. The leader who wants to have progress, support and guide the people, it is necessary to have the relevant knowledge. These three factors are irreplaceable characteristics and if they exist, then the chief can show himself effectively.

Upper management position			
Middle management position			
Lower management position			
	Character	Will	Knowledge

Diagram 1. Manager skills scheme [The diagram was created by the authors]

According to the diagram, the chief's positions are separated to 3 levels: lower management position, middle management position and upper management position, which depending on the position they take, they must have the appropriate features: character, will and knowledge, each of which has 100 points. Therefore, a person taking a lower management position needs to have at least 1/3 of the maximum 100 points of these characteristics: character, will and knowledge, and a person taking a middle management position needs to have at least 2/3 of the maximum 100 points of these characteristics, and a person who has already taken an upper management position needs to have a maximum of 100 points of these characteristics.

What is the difference between a leader and a chief, in spite of the features mentioned above, a leader is also the individual, who is potentially able to influence a group of people, and a chief is an individual who can influence people only with his assigned authority [Sargsyan, 2019, 182]. Therefore, the function of the structure whose chief is also a leader is more effective.

"England's existence was on play card, the British made incredible sacrifices just because U. Churchill asked them" [Gilbert, 2015. 1056]. This is one of the best manifestations of a leader-chief.

A leader must have the ability to tell and accept the truth, as well as to put political goals and interests above his personal goals and interests. Political leadership represents cooperation with all political governors representing political processes. The Platonic question "Who should manage" has always been actual, with modern approaches the manager can be the leader-chief who meets the following requirements: he has the ability to have a dialogue, he is able to make predictions and analyzes while managing the results.

The strategy of leadership is that the leader constantly takes responsibility, demands the highest achievements from the subordinates, at the same time motivates the subordinates and reinforces the principle of equality.

McGregor Burns distinguished reformist and business leaders, whose activities he divides into x and y approaches. According to the X approach, the leader acts in accordance with the achievement of the organization's goals, and according to the Y approach, the leader simultaneously guides both their own and goals of their organization [Adair, 2011, 59-69].

Every civic decision-maker has his own style as well as his own particular method of operation. The decision-making method varies not only with the person, but also with the issue under discussion, and the decision-making style is determined by the person's individual method, such as the approach to receiving information, the ability to analyze and evaluate. The elements that form the chief's image are: appearance (height, skin color, etc.), biography and "past path" and moral and business qualities.

The evolutionary development of the information system promotes the use of artificial intelligence in managerial activities, and decision-making systems, among which the DSS (Decision Support System) system, begin to be used here. Most of the software applications of this system currently in use are focused on highlighting priorities for ranking solutions in governmental decision-making processes or identifying criteria for choosing one of several alternative options [Weistroffer, 2016]. Thus, we can state that these measures are based on the so-called "multifactor analysis of decision making" methodology [Oleson, 2016, 43].

In the influence of the chief's role, the presence and development of eloquent skills is also important, which enables not only to function effectively in the public administration system, but also to be effective in the regulation of public life. There is no organization, regardless of its organizational legal status, affiliation, nature of activity, whose chief does not need to make a public speech in front of the staff and different sections of the public. Rhetorical skills need to be improved regularly so that you can have an even greater impact on people.

Conclusions. At all times, a good chief is one who has passed all the stages of management (grown from below), who can later become a leader, therefore we can say that chiefs are not born but become them by acquiring the above-mentioned characteristics, with which they can become leader-chiefs. The key point here is the ambition to initiate and lead, still without the chief's formal status.

Development and adoption of managerial decisions go through several stages, in which any mistake can lead to complex problems. Therefore, the implementation of managerial decisions is the logical continuation and completion of the mentioned stages, for which it is necessary to perform the process properly, at the same time to carry out control and compare them with the expected results at the end and give an assessment.

The events taking place in the world during the last decade require new trends in the development of political leader-chief, which supposes a new generation of political leaders, who must:

- Engage in high-quality political activity,
- Make decisions in the course of activities that are within the framework of democratic norms,
- Develop and present a strategic plan, which will be aimed at the development of the society and will assure the citizens of the effectiveness of the suggested project.

Political leadership development may be imperative in the following cases,

- The cooperation of ruling and opposition leaders for the welfare of the society,
- Continuous reforms by the state that will be aimed at the effectiveness of leader-chief management.

In the following context, the image of a political leader-chief can be established when the following principles are essential:

- Absence of corruption in the management system,
- The absence of political influence from the impartiality of the judicial system,
- Existence of the effectiveness of legal system activity established by the law.

It is necessary for the leader-chief to choose the right place “to land”, transit and change direction, as well as to choose the right people who will be able to “build the bridge” to bring their deals to early victories. Then the leader-chief's influence on the public administration system will have a significant positive impact and victories will emerge.

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Gevorg SMBATYAN, Gegham SMBATYAN

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At all times, the effectiveness of the leader's management has played a major role in ensuring the progress of the management system. To increase the efficiency of the state system, the role of the chief is important, he must have the appropriate knowledge, experience, skills, as well as the desire to motivate his subordinates. A brief reference was made to the skills of the chief in the article. During the study, attention was paid to the main types of chief, in particular, the main aspects of strong and weak chief were highlighted, as well as the main features of the leader-chief. The relevance of the problem under study also is that in a rapidly changing world, the head must make decision(s) that correspond to the effectiveness of the structure, but at the same time these decisions shouldn't be time-consuming. In this article, the main attention was paid to the structure of the formation of the chief's behavior, as well as the factors of the development and implementation of effective management decisions. As a result of the conducted research, the relevant conclusions were made.