

Chapter 11

The Role of the Leader in Leading the Public Sector and Entrepreneurship in the Context of CSR

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ABSTRACT

Public sector management is described by several schools of management. The basic school is the so-called “Administrative Direction” (bureaucratic school), which was a response to the flaws of the then public sector management model, which primarily included nepotism and often a lack of professionalism of the people employed in it. The administrative direction promoted, among others: formal and personal authority of the manager, competences of employees, discipline, hierarchy, putting the interests of the organization above one's own, etc., it also degenerated over time, forcing subsequent proposals for reform of this direction of management. Public sector management underwent a transformation towards the so-called New Public Management, which was supposed to, among other things, entrepreneurize the “Administrative Direction” that had been distorted over time. Then, the flaws of the New Public Management were to be improved by “Good management”, etc.

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INTRODUCTION

What or who is a leader in the public sector? Is there a leader in the public sector at all, or maybe in this sector we are only dealing with an official or possibly a manager with specific characteristics and attitudes? Are such leaders of public sector organizations able to lead and promote concepts such as Corporate Social Responsibility (CSR), sustainable development, circular economy, etc.? Can we even talk about creativity or entrepreneurship of public sector employees and in which countries?

In the basic scope, management in the public sector, and in this reference to the role of the leader, brings closer the administrative direction in management science, also called bureaucratic. But not only. Management in the public sector evolved. In the 1980s, New Public Management appeared, where the method of management and the role of the leader were defined differently. It was a response to the shortcomings of the administrative direction. The next stage of changes in the style of management in the public sector is Public Governance with a defined role of the leader, and then the more socially developed concept of Good Governance. In the latter concept, it is believed that society can co-govern with good administration, and therefore in a sense it itself becomes a leader or co-leader of its affairs. However, the evolution of these concepts is relatively slow and is spatially and culturally diverse.

The purpose of this chapter is to contribute to the scientific discussion on the role of leaders in public sector management in the light of the evaluation of public sector management schools. The research questions posed above will be helpful in achieving this goal. Moreover, the chapter is enriched by management and leadership cases from Poland.

This chapter first refers to the definition of what the public sector is and what its functions are. Then, an attempt is made to define the characteristics of a leader and a manager. Next, a review of the achievements of management schools concerning management in the public sector is made. It also shows examples of the devolution of management in this sector on the example of Poland, popularly known as “farm management”. Finally, the conclusion section summarises the main findings and considerations.

THE ESSENCE OF THE PUBLIC SECTOR

The public sector is most often identified with the state. As K. Jarosiński and B. Opałka note, “the public sector as a set of entities and institutions has become a form of organizing and fulfilling public tasks that are closely related to the functioning of a modern state and modern society. The public sector is therefore an element

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