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HOW CAN THE SETTLEMENTS AND THE MAYORS SUPPORT THE WORK IN THE 21ST CENTURY?

Introduction

Nowadays most countries in Europe face a decline in population. For the past decades, people have been moving from villages to cities and they seek a variety of quality services.

The people move into those settlements where they find better life circumstances, financial circumstances, and services on a higher level. The competition between settlements intensifies, today the provision of minimal quality of services is not enough. Likewise, enterprises and investors prefer those settlements where the tax liability is minimal and the human resources are provided in satisfactory quantity and quality. But this target can only be reached by a settlement leadership who is an expert of various professional disciplines. In my publication, I would like to present the services the population and the enterprises expect from the settlement.

Discussion and Results

Compulsory and voluntary services

Act CLXXXIX of 2011 assigns the functions of the local governments. This act assigns further the delegated tasks by the state. Its aim is the conduct of public affairs and the practice of the power of the state.

According to this act, the settlement has to provide the following tasks:

- settlement improvement, and settlement planning;
- settlement operation (public cemetery, public lighting chimney sweeping services, operation of local roads, formation and operation of public parks and places, as well as the formation and maintenance of parking places);
- services of primary healthcare, and promotion of a healthy lifestyle;
- environmental health and safety (street cleaning, bug, and rodent treatment)
- nursery care;
- cultural services: libraries, cinemas, support of performing-arts, protection of cultural heritage, support of activities in public education;
- child-welfare services and care ;
- social services and social care;
- accommodation management;
- prevention and care of homeless people;
- protection of the local environment and nature, water management, water damage provision
- national defense, civil defense, the national organization for rescue services, local public employment;

- collection of local taxes, duties on economic development organization and tourism;
- provision of distribution possibilities for small-scale and primary producers including weekend sales;
- sport and youth affairs;
- ethnical affairs;
- contribution to the provision of public order;
- arrangement of local transportation;
- waste management;
- district heating;
- public water distribution;

According to the above mentioned, these tasks do not include specific competencies, but groups of tasks. Law branches regulate the specific tasks and the local government gives a detailed definition, level of quality for these services. Settlements could provide a library service with twenty-year-old books if the stock is continuously accessible. The attitudes of the local administration's body and the financial sources of the settlement set bounds to the quality of these services.

The settlement can take charge of any voluntary task that the local government or the constituents entitle it to, and is not in the exclusive cognizance of any other institution. These activities may not pose a risk to the provision of compulsory tasks. If there are sufficient resources and the task answers the above requirements it can be implemented.

Demands on settlement development have undergone substantive changes lately and also regulations enforce formidable expectations. By way of example, the development of transport facilities and the increased use of motor vehicles represent a major challenge in the life of a settlement. Residents already take for granted the following services: water, electricity, gas, sewerage, access to quality education. In addition to this, lifestyle changes have brought new services in an accelerated pace to the fore: the quality of the road network, free WIFI coverage in the settlements, new cultural services (in a museum we are expecting an interactive exhibition), implementation of fast telecommunication systems, and the possibility of separate waste collection. These services are all systems that in most cases a local government cannot build, maintain or operate. These services are only possible through cooperation and support of other companies. If this is not possible, external sources can be used: borrowing, state, and EU subsidies.

A company is considering a lot of things when it set up a site or settles down somewhere. The most important

factors are geographical aspects, market factors, infrastructure, economic environment, labor supply, etc. For wholesalers, the transport infrastructure is the decisive factor, while for the retailers the distance needed to reach the population is crucial. (Bognár Zs. 2008). There are three aspects to be considered, firstly, the legal environment must be suitable for the reception of its activities, secondly, there is a suitable place for its operation, and thirdly, what costs have to be paid for these. In addition to the above, the attitude, partnership and willingness of negotiation of the settlement administration are not negligible.

The existence of public utilities, the availability of human capital and the cost implications of the above are essential conditions for the operation of businesses. Corporate executives not only make cost-based decisions, but they are also individuals. One of the prerequisites for long-term survival is the ability to get the right quality services themselves. It reappears: availability and quality of medical care, cultural services (cinema, library, community center, theater, etc.), sports and recreation are pivotal. Also, the settlement has to ensure the quality of accommodation and quality of life for children and their parents. (Zsidai J. 1990)

The development of settlement property and services is a highly specialized activity. Both real estate and services will require significant resources in the future. Buildings need to be maintained and refurbished while maintaining services require salaries. The public likes to keep the existing quality and expect it in the future. If a settlement has a development purpose, it should only be achieved with a very well-established revenue side.

Education, training, and development of the settlement management

From the above, it can be seen that meeting the needs of business and the general public requires a high level of expertise. The management of the settlement depends on the elected officials (as decree-makers) and the

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| - planning | - team-building |
| - organization | - negotiation |
| - management | - instruction |
| - coordination | - assessment |
| - management | - motivation |

In addition to this, of course, time management, communication, and the many personal competencies that make a leader human are required for the above functions to work properly. Several services can be used to assess these features at organizational and individual levels. Leadership training, leadership development, organizational development is a huge industry. In the case of individual trainings, there are courses specifically for mayors, dealing with conflict management and effective public participation. Leaders can use “coaching” as a tool to get to know their stumbling blocks, achieve their goals, and get a supporter in their capacity. In his / her coach the often lonely leader can find a companion or helper at work. (Kelló É, 2017).

municipal employees working in the settlement. Bad decisions are difficult to carry out. The population is made up of persons of different judgment, who in many cases do not understand the abilities, knowledge, and preparedness of the persons to be elected. The personal choice of the elected representative, the township manager, depends on how he or she develops his or her capabilities or may use external services to deal with unknown areas as expected. It would be useful to have a competency list from which a leader can determine what he/she is capable of and what he/she needs to improve. The following areas are recommended, but not limited to be acquainted with: Law, Finance, Management, Human Resources, Language, Etiquette and Ethics, Literary and Grammar knowledge, etc.

The qualifications of the colleagues working in the municipalities (notary, financial manager, etc.) are determined by the law, while their ability to work in the team is determined by the organizational culture - the system of rules and regulations – that is shaped by the management. To this end, a municipality functions as a small enterprise. The manager should know the individual abilities, knowledge, and intentions of his colleagues because this is the only way to ensure that they want to solve the problems of entrepreneurs and residents and that they are not just the enforcers of the law.

What are the opportunities for a settlement leader to develop?

We've seen before that running a settlement is very close to running a business. The mayor/city manager needs management competencies. “Management is a complex activity in which human activities and organizational processes are organized, managed and coordinated.” (Berde Cs. 2015). According to Zoltán Véry, former leadership functions have been updated to the 21st century, so a modern leader should have the following functions (Véry Z. 2009):

- decision
- risk management
- facilitation

A good notary can help the mayor get to know the law, but it is useful if he learns the legal hierarchy him/herself. In Hungary, it is possible to obtain a Master's degree in Political Science from the National University of Public Service. This training also empowers managers in public administration to remain in position.

Financial and management skills are taught by many domestic and international institutions. Undoubtedly, the knowledge of public finances is necessary for the management of the towns, so without this knowledge, the mayor may be vulnerable. It is advisable to select the chief financial officer, the registrar and the notary that they have the above management skills. Language skills are available in any form of online and in-person courses. This knowledge can be useful for learning about good

practices, strengthening town twinning, or negotiating with start-up companies. The often lonely leader can find a companion or helper at work.

Finally, there are pieces of training specifically for mayors in one of the national associations where they teach: modern ICT tools, forms of social participation, community planning tools and help organize local services.

Conclusions

In the life of a settlement, services play an important role in the settlement of the population and businesses. The location of the settlement, its financial resources,

and the character and knowledge differences of the settlement leaders are also decisive in the development of the settlement image and the quality of available services. The competences of the settlement leader and that of the settlement management cause significant differences in the case of communities with a similar background. Today, there are many trainings, courses, methods and professionals available to help leaders develop. The development of the leader means also the development of the settlement. Relational, intellectual and economic capital can only make a settlement successful by achieving a synergy.

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Abstract

There is a huge difference in the compulsory and optional tasks settlements fulfill. In one settlement, the population and the enterprises can get comprehensive services, while the other settlement supplies just compulsory functions on a modest level. I present this issue in my current work from legal, economic and social aspects.

The rest of my research is an investigation of the relationship between settlements and enterprises. The intention of businesses to settle, their conservation and future depend on services. I present in my approach the elements, which can support these enterprises.

The residential and employee side is also very important. The firms are unable to reach positive results without a qualified workforce. The living conditions, available services influence their mood, achievement, results. I present those employee needs, which are necessary in the 21th century to keep the workforce in the settlement.

Absztrakt

A települések kötelező és vállalt feladataiban igen nagy eltérések vannak. Míg az egyik településen szolgáltatások széles köre elérhető a lakosság és a vállalkozások részéről, addig másik település szinte csak vegetál és a kötelező funkciókat látják el – sokszor még azt is igen szerény színvonalon. E témát járom körül jogi, gazdasági és társadalmi aspektusból.

Kutatásom további része a települések és a vállalkozások kapcsolatának vizsgálata. A vállalkozások betelepülésének szándéka és a betelepült vállalkozások megmaradása, jövőképe nagymértékben függ a településen működő szolgáltatásoktól is. Feltárom azokat az elemeket, melyek képesek támogatni egy cég telephelyének létesítését, a vállalkozások helyben maradását.

A lakossági, dolgozói oldal legalább annyira fontos. Minőségi munkavégzés nélkül kevés munkáltató képes pozitív eredményt elérni. A dolgozók életkörülményei, lakhatási feltételei, elérhető szolgáltatásai befolyásolják hangulatukat, teljesítményüket, eredményüket. Bemutatom azokat a dolgozói igényeket, melyek a 21. században szükségesek egy településen a munkaerő megtartásáért.