

Public Management: a Critical Overview of New Public Service Concept Oriented in Public Service Escalation

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Abstract

This article discusses the application of the new public service concept in serving the public. This is based on the Public Administration Problem in its development which has gone through several stages. As one of the countries in the world, of course, it is part of the global administration system, which always develops in accordance with the development of contradictions and mutual relations between nations in the world. So that the implementation of the new public service can have an impact on the implementation of the New Public Service with an awareness of the real role of the state. It is no longer authoritarian or still chooses who has the right to receive services from the State. In the current context, the practice of Public Administration has led to the principles of the New Public Service paradigm.

Keywords: Public service, Public Management, Public Administration

Introduction

The advent of modern public administration, or managerialism, signaled a departure from preceding changes. Rather than developing into a professional specialization within public policy, as was the case of 'existing' public management, modern public management seeks to displace the established paradigm. Rather than restructuring the public service, modern public administration entails transforming the public sector and its partnerships with government and community.

The primary explanation for the closure of older, more conservative forms of governance is that they are no longer effective and are widely regarded as ineffective. For the first time, the government recognized this and started to dismiss some of the standard model's fundamental values. They begin by employing economists or managers rather than generalist administrators, appropriating management strategies from the private sector, delineating public and private sector practices with the goal of cost reduction, and altering working standards in the framework excessively. once more. The government is confronted with declining receipts yet political pressure to maintain service levels. The best path forward in this case is to increase efficiency.

Managerialism or modern public administration encompasses a variety of terms (Eagleton-Pierce & Knafo, 2020; Overeem & Tholen, 2011; Delbridge & Keenoy, 2010; Sinclair, 1989). According to the OECD, several member states are attempting to improve the management of their public service through adopting traditional characteristics of a leaner, more participatory, and more careful type of relations: between levels of hierarchy, between regulatory bodies and operating units, and between public and private output units. Rather than enforcing hierarchical laws and exercising control over regulatory activity, the OECD claims that almost all countries take 'two ways' to increase the development and service of products and services delivered by the public sector.

Public Management Program

In summary, there are four types of change that constitute a managerial program: first, a change in focus on output; second, changes to administrative inputs, such as hiring staff by contract; third, changes in the scope of government agencies; and fourth, changing the relationship between accountability and political and public leadership, because managers become more accountable for results.

Focus on Output

The primary trend in managerial programs is that organisations often place a greater emphasis on outputs than on inputs. Governments now want to know what public institutions are doing; how good they are doing it; and who is in control of and accountable for the performance. The current slogan is "goals achieved." A five-step response has been designed to accomplish this.

To begin, the organisation develops an overarching plan and establishes objectives, as without strategy, there is no path. Second, the curriculum is designed to accomplish the goals outlined in the overarching approach. Third, the operational framework and budget for the program, i.e., the agency's function must be subdivided into individual projects, sub-programs, and tasks, and the agency's overall organization must represent both of these factors. Fourthly, and as a function of the preceding steps, efficiency at all stages must be measured. Performance against goals must be quantified to assess if the software is being implemented effectively. Additionally, human success should be evaluated in order to praise those who do well and penalize those who do not. Fifth, it is important to assess the accomplishment of these objectives.

Input Change

But not as dramatic as the production focus, a variety of input developments have had a significant effect on public sector management. The inputs include human capital, budgeting, and infrastructure, which are all present in the institutional paradigm but experience significant adjustments under the current public administration.

Changes in inputs are intended to improve rewards and efficiency. Numerous personnel reforms have been implemented to best fit employees in their current positions, to determine their efficiency, and to compensate them on a merit (value added) basis. Additionally, an emphasis on efficiency results in temporary appointments which can result in the layoff of workers employed on contract or promoted to the highest levels from outside. This shift comes from the private sector, where political officials have long envied the private sector's hiring and budgeting versatility. They are backed by economic theory, which holds that companies and people cannot operate to their maximum potential without an adequate reward scheme in place.

Reducing the Scope of Government

Another component of the managerial program is reducing the complexity of government and bureaucracy. However, the OECD views government role reduction as a component of a managerial program. Privatization on a large scale is one way to do this, although that is not the only way. Downsizing is increasingly being utilized to reduce the expense of products and services that stay with the government but are provided by the private sector. Competition for tender provisions, which occurs seldom in government, is seen as a cost-cutting measure in comparison to procedural provisions.

Relations with Politicians and the Public

Orthodox administrative models have been criticized for having an insufficient understanding of the interaction between administration and political leadership. The administrative model,

in principle, necessitates a distinction between the party issuing the directives and the party carrying them out. The management model's primary trait is that the boss is accountable for achieving outcomes. This implies a shift in the interaction between managers and leaders, as well as between managers and the general public.

The conventional model of political leadership establishes a rather narrow and professional partnership between masters and slaves, those who issue instructions and those who carry them out. The partnership between policymakers and administrators is more complex and intimate than ever before in the public administration paradigm (Lynn Jr, 2001; Duit, 2016; Raadschelders, 2011; Jun, 2012). This is not a purely technocratic method of administration, as democratic power is retained.

And if public management is distinct from other modes of management due to the presence of governmental power, it is nevertheless management, not administration. Public administrators are now interested with administrative decisions, as well as government decisions; they bear a greater personal responsibility for issues, which they can compensate for by risking their employment if anything goes wrong. Public administration has evolved into a kind of government administration, and relationships with political officials have shifted.

Perhaps the most critical quality a public management requires is the ability to develop into a bureaucratic politician capable of interacting with policymakers and external stakeholders in ways that favor both himself and the organisation. Additionally, there is acceptance of the need for direct transparency between management and the public as a consequence of calls for increased 'customer attention' and openness to organizations and people beyond the organisation. This is another distinction from the more conventional paradigm.

Theoretical Basis of Public Management

The theoretical foundations of modern public management need further examination, particularly in light of the previous chapter's criticism of the philosophy underlying conventional models of administration. Public administration is claimed to be founded on two theories: the bureaucracy hypothesis and the division between politicians and managers theory. Additionally, there are two major theoretical foundations for the modern public management: economics and private management.

Managerialism's economic foundation enables it to derive the most conclusions from social science theory (Harlow, 2003; Locke & Spender, 2011). Economics is predicated on two fundamental principles (Brunnermeier et al., 2009; Alston & Heenan, 2003; Vo, 2010). To begin, the presumption of human rationality, that individuals tend to have a large number of items rather than a few. Second, the concept of human rationality contributes to the explanation of models with large degrees of abstraction.

Public administration is informed by private management philosophy and experience. Although there are fundamental distinctions between the public and private sectors (Chapter 11), this does not imply that private sector strategies or theories are obsolete in the public sector.

Private management aides managerialism in disentangling components of the public sector that are regarded as central from those that are not. As the public service must be honest and unbiased in its relations with clients, this does not require civil servants to be objective or to have permanent employment. Although assessing success in the public sector may be challenging, this does not imply that attempts are not being produced. While the public sector's democratic nature distinguishes it from the private sector, this does not imply that all activity is political or that all policy decisions must be made by policymakers. This is particularly true for the input variables discussed previously, such as the previously considered appropriate

generous staffing arrangements for civil servants. It's impossible to understand how contract or part-time jobs, or workers working at a higher cost than the baseline value, will have a detrimental effect on services. However, this challenges past assumptions on what was needed for all public jobs. If the public sector employs the same number of people as the private sector, it becomes impossible to defend unusual hiring policies.

Economics and private management have the primary theoretical underpinnings for the modern public administration. If this provides enough resources in the same way as the conventional paradigm becomes a point of contention with the managerial solution.

Constraints in Applying the New Public Service

Public Administration challenges have progressed over many stages throughout their growth. Naturally, being one of the world's countries, it is a part of the global administration structure, which evolves in lockstep with the evolution of contradictions and reciprocal ties amongst nations. The government is now implementing a new administrative structure based on the most recent model, namely the New Public Service. It's just that many managerial issues arise, like the following:

Influence of old culture (feudal culture)

When a nation or territory adopts an administrative structure, it cannot be entirely adopted and cultural society undoubtedly has a considerable impact on how it is practiced. New Public Service or good governance is impossible to enforce due to the ethos of individuals who often represent the needs of the officials, the apparatus that should support the community's constituents often turns around and requests to be served, and the population is content to serve the interests or will of the authority in resolving administrative issues. The culture from which you derive happiness, the culture of *kroonism/nepotism*, cannot be divorced from administration; the sense of kinship is extremely strong; whether there are relatives, relatives, or neighbors who have the authority to manage government administration, we would undoubtedly seek his assistance, and the family or family will automatically choose us without our knowledge.

The "comfort" experienced by bureaucrats (*status quo*) makes it impossible for them to shift their perspective and mental outlook in favor of more effective reform. The argument is that internal groups (the bureaucrats themselves) are opposed to the transition measures that are at the heart of civil servant transformation toward this New Public Service. The reluctance of entrenched bureaucrats to reform their attitude, including their work atmosphere, is undoubtedly an impediment to progress. Bureaucratic change cannot be optimally implemented since it has not addressed the most fundamental issue, namely "community." Until now, bureaucratic restructuring has focused mostly on institutional, management, and human resource issues, which are constrained at the level of education and training. A society, or bureaucratic culture, may be thought of as the product of the interaction of rationality and emotion. Bureaucratic culture will only develop as a result of people's exposure to bureaucratic governance.

This experience results in the formation of a series of emotional obligations that mold the ideas and behaviors of a real bureaucrat's mindset instinctively. This dimension is critical in introducing the New Public Service in its entirety. Bureaucratic culture will only develop as a result of people's exposure to bureaucratic governance. This experience results in the formation of a series of emotional obligations that mold the ideas and behaviors of a real bureaucrat's mindset instinctively. This dimension is critical in introducing the New Public Service in its entirety. Bureaucratic culture will only develop as a result of people's exposure to bureaucratic governance. This experience results in the formation of a series of emotional obligations that

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Politicization of Regional Administrators

Regional autonomy is a manifestation of regional frustration with the centralization of regional capital, but only some regions seek additional room in managing their resources. In the establishment of regional autonomy by a scheme of direct regional head elections, where the regional head is a democratic position nominated by the party, such that the political aspect of his leadership is never divorced from his leadership style and style. The regional administrator, in this case the regional head as a political position, would have a plethora of political considerations that can exert more control on the administration's execution. This can be observed if a regional head is removed; the transition is almost often accompanied by a change in current echelon officials; without compelling justification, almost all officials are replaced. in the basis of putting obedient citizens, and this results in echelon officials being barren, unable to criticize measures that do not benefit the people for fear of losing their jobs.

Then you should ensure that the elected regional head and the group that appointed him reach a political consensus, at the very least on the allocation of regional programs. And numerous others. We may infer that the difficulties encountered in the application of public government in general are due to the influence of indigenous culture, which cannot be fully translated into ideas borrowed from the outside; as a result, cultural reforms may take time. in a more advantageous manner. The second is the politicization of public government, which is pervasive, to the point that partisan power will become decisive in deciding public policy. As long as public government is inextricably linked to politics, public policy can never be divorced from private considerations.

Lack of socialization from the Government

All affairs are controlled, but these laws are not socialized. Thus, it's as though we're blindly pursuing information, as if we've entered a labyrinth. There is also a shortage of information about relevant rules and standard operating procedures (SOP-Standard Operating Procedure). Indeed, this is critical, especially in strategic community service positions. For instance, in the management of population administration, such as identification, land certificates, passports, or marriage certificates. As a consequence, the general public receives insufficient and misleading facts. Many individuals are unaware of the existence of standard operating procedures (SOPs) for a particular facility.

Low Employee Performance

Low disciplinary issues, a lackadaisical approach toward service, and lenient punishments towards staff who perform poorly. Yes, we're talking about being unfriendly when delivering service, being late, sluggish, talking excessively, always missing work to shop at the store, and so forth. Therefore, how will public facilities be maximized if workers lack professionalism, work poorly, and are not afraid to make errors due to the lack of a strict sanction? As a simple illustration, queries often delay the service after its opening hours (whatever they are), resulting in lengthy queues. Individuals are casualties.

Public Service Oriented to New Public Service

The New Public Management model essentially criticizes the state's failure to propel progress forward. A corrupt and bureaucratic state (hierarchical, wasteful, unreliable, opaque, and even culminating in patrimonial policies that shield and favor racial, ethnic, and political party affiliation) is regarded as one of the triggers of development failure.

The New Public Service began with an anti-thesis, criticizing the New Public Management, and was widely regarded as a disappointment in a number of countries. Although New Public Management has been adopted effectively in the United States, Canada, England, New Zealand, and many other developed countries, how is it implemented in developing countries? Indeed, several developed countries, especially impoverished countries such as those on the African continent, have refused to adopt the New Public Management definition because it is incompatible with the country's ideological, political, technological, and sociocultural foundations.

To enhance a representative public service, the selection of "the New Public Service (NPS)" has the potential to alter the facts and conditions of the government bureaucracy. The implementation of this principle is very difficult and demands bravery on the part of elected leaders responsible for public service delivery, since it requires time and resources to affect all relevant processes.

The alternative is that the government would listen to the popular voice when it comes to governance management. It is not easy to break the practice of controlling or overseeing, as the traditional managerial principles say, in favor of guiding and appreciating views, as the New Public Service definition implies.

The impact of the new public service on public services

Measuring the Performance of New Public Service Implementation Dimensions The dimensions for evaluating the effectiveness of the New Public Service implementation. Effective implementation of the principle of expectations and minimum quality of public services includes dimensions capable of taking into account fact in the management of more participatory, open, and accountable public sectors. This performance is quantifiable on ten dimensions:

Tangible Places a premium on the availability of physical infrastructure, supplies, staff, and communications. **Reliability** refers to a service unit's capacity to provide precisely what was promised. **Willingness to assist** providers in being accountable for the consistency of care rendered. **Competence** The apparatus's ability to meet the demands placed on it, as well as its expertise and abilities in delivering services. **Courtesy** is described as a polite, outgoing attitude or conduct that is receptive to customer requests and eager to establish personal communication or relationships. **Credibility** Sincerity in all efforts to earn public interest. **Security** The facilities offered must be ensured and risk-free. It is simple to initiate connections and approaches. **Communication** The capacity of service companies to respond to their consumers' voices, needs, and expectations, as well as their readiness to constantly communicate new knowledge to the public. **Customer Understanding** Make every attempt to ascertain what consumers want.

The influence of introducing the New Public Service is also having an effect, specifically on public understanding of the state's true position. It is no longer totalitarian and no longer determines who has the ability to access state services. In the contemporary sense, public administration experience has resulted in the ideals of the New Public Service model. This can be seen in many public policy that follow a bottom-up approach, in which the decision-making process is decided in phases beginning at the lowest level of the system or community, which then serves as the foundation for the top-level structure's decision. The bottom-up trend demonstrates the government's general attitude toward the people as individuals or legitimate shareholders of the government, rather than as consumers or sellers. The Modern Public Service paradigm's presence brings new perspectives into the state's obligation to offer public facilities to all residents. This is what motivates public administration to adopt this paradigm, which provides resources to all people and provides convenience by the presence of

government-sponsored systems that provide services to citizens in all corners of the region. The emergence of these services demonstrates that the Modern Public Service model has resulted in a paradigm shift in how a nation is governed. New Public Service is a novel approach to state government that aims to address the shortcomings of both the Old and Current Public Administration paradigms. This is what motivates public administration to adopt this paradigm, which provides resources to all people and provides convenience by the presence of government-sponsored systems that provide services to citizens in all corners of the region. The emergence of these services demonstrates that the Modern Public Service model has resulted in a paradigm shift in how a nation is governed. New Public Service is a novel approach to state government that aims to address the shortcomings of both the Old and Current Public Administration paradigms. This is what motivates public administration to adopt this paradigm, which provides resources to all people and provides convenience by the presence of government-sponsored systems that provide services to citizens in all corners of the region. The emergence of these services demonstrates that the Modern Public Service model has resulted in a paradigm shift in how a nation is governed. New Public Service is a novel approach to state government that aims to address the shortcomings of both the Old and Current Public Administration paradigms. The emergence of these services demonstrates that the Modern Public Service model has resulted in a paradigm shift in how a nation is governed. New Public Service is a novel approach to state government that aims to address the shortcomings of both the Old and Current Public Administration paradigms. The emergence of these services demonstrates that the Modern Public Service model has resulted in a paradigm shift in how a nation is governed. New Public Service is a novel approach to state government that aims to address the shortcomings of both the Old and Current Public Administration paradigms.

Conclusion

Thus, from the perspective of the new public service paradigm, this emphasizes citizen participation in developing public service programs that are beneficial to citizens' needs, have equal rights, allow for public participation and transparency in how service providers interact with citizens, and accountability. In accordance with the programs, standards, and implementation of the bureaucratic. The bare minimum public service paradigm that providers must apply to users is the accumulation of various programs oriented toward choice and public voices as a reflection of the government's struggle to establish a public service paradigm that values citizens' voices as a material for consideration in determining all public service policies, even those included therein. Identification programs, birth records, and similar products.

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