

PUBLIC ADMINISTRATION

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PART II

Q2

SCIENTIFIC MANAGEMENT APPROACH

F. W. TAYLOR

The theory was proposed by an American mechanical engineer and professional manager in 1914. He was determined to find a One Best way to increase efficiency of workers. He is known as Father of Scientific Management in Public Administration. His voluminous book was the result of his twenty years of research.

OBSERVATIONS

He observed workers while doing the same job but in different ways. They were following the Rule of Thumb model. Lack of a standard job work design is the core behind the problem. He also pointed out that all the workers got similar incentives.

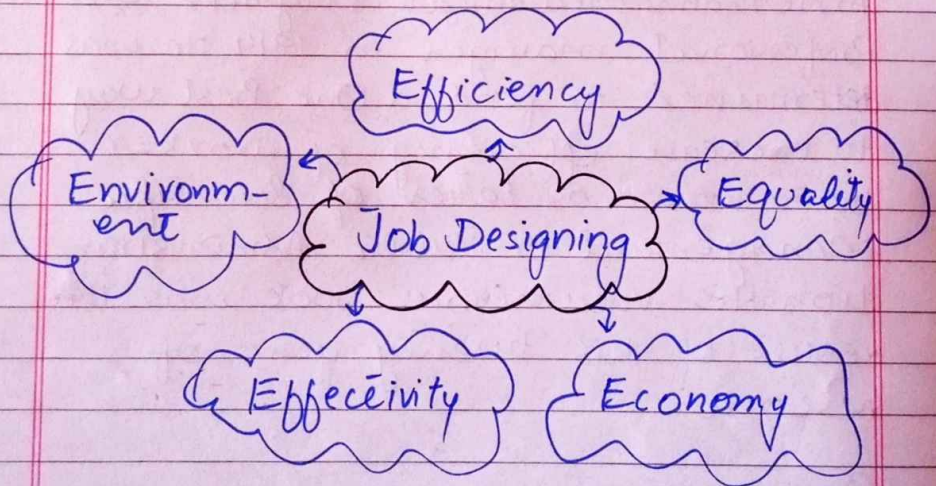
irrespective of their contributions to organizational goals; therefore some of them don't even bother to put their efforts.

FINDINGS ~ MAIN PRINCIPLES

He had proposed certain outcomes for increasing workers efficiency, which were based on The Luthers Gullick's POSDCoRB model.

⇒ SE Model

For job designing and planning, manager should use the SE model



⇒ Right Man for Right Job

To increase efficiency of a worker, it is mandatory to follow merit according to job requirements. Skilled workers at respective tasks, will reduce the chances of human errors causing losses.

⇒ Distribution of Responsibility

A strict hierarchical distribution of authority lessens the burden of a single entity and institute.

⇒ Motivation

Workers should be incentivised on basis of their performance. He had suggested the piece rate system.

MERITS OF TAYLORISM

- ⇒ Provision of standard way of doing a job will save cost and time of organization, as the job designing is based on 5E model.
- ⇒ Prioritizing professionalism and merit while selection of workers benefits organization to enhance its efficiency and reputation.
- ⇒ Every job at each level will be performed with accuracy.
- ⇒ Company can have surveillance of irresponsible workers and can shun its burden.
- ⇒ Model focuses on the mechanical aspect of human to increase its profit.

DRAWBACKS OF APPROACH

- Only prioritize economic incentives although human beings are emotional beings.
- Human can't work in the same environment for a longer time period.
- The model is beneficial in assembly line industries but can't be fruitful in mental capabilities industries like programming etc. The model has not suggested how to check mental efforts of workers.

CONCLUSION

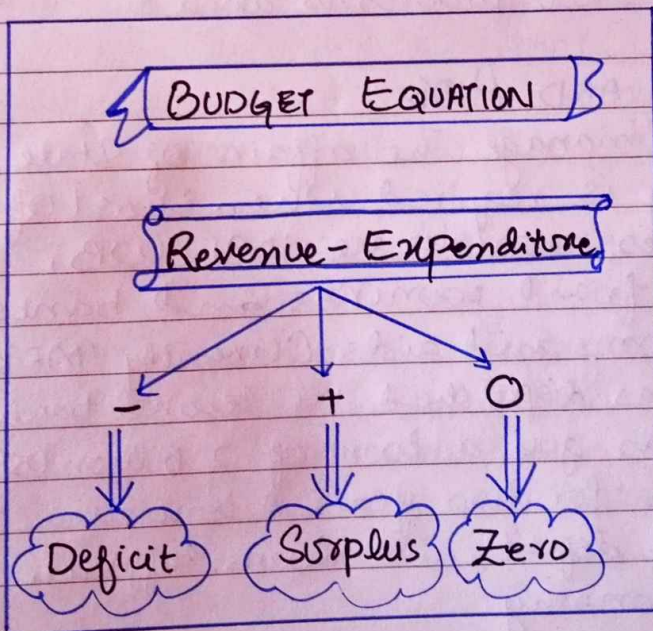
Taylor as a mechanical engineer had put his efforts to find the best method to perform a task as he had observed the lack of standard job design, merit while appointing worker and economic incentives in appropriation to performance of workers. Therefore he had suggested to use the science in administrative affairs while designing job, selecting workers and motivating them to increase efficiency of organization. His work was published in *Application of Scientific Management in Public Admin.*

Q3

BUDGET DEFICIT

Budget is derived from the Greek word *Bourgox* which means to manage.

Budget is an estimate calculation of expenditures and revenues based on previous facts and figures.
(World Bank)



When expenditures of a State are more as compared to its collection, then its finance is in budget deficit. For example Pakistan has exports of \$12 billion while imports of

\$21.5 billion (Annual economic outlook of FY 22-23, Ministry of Finance), thus the country has a deficit of \$9.5 billion only in trade sector. Similarly the tax to GDP ratio is only 10% which is not sufficient to manage expenses.

IMPORTANT ISSUE IN FINANCIAL ADMINISTRATION

Budget deficit is an indicator of many other problems ahead.

LOANS AND AID

To manage the affairs of state, money is required. When short of resources, countries see IMF, WB, WTO, friend countries and banks for loans and aids. Currently IMF's SBA has dispatched its second tranche. UAE has give a loan of 2 billion USD dollars for two years. A continuous budget deficit with loans suffocate the economy.

CONDITIONALITIES AND AUSTERITY MEASURES

For launching first tranche of SBA, IMF asked Pakistan to manage a reserve of \$3 billion. The increased rates of energy and fuel were

dictated by IMF in order to generate revenue to shrink the current account deficits. Despite all the crackdowns of caretaker government along with strict stickiness to conditionalities, Pakistani rupee strengthened by only few rupees against dollar.

INFLATION

As a condition of IMF, the increase price of energy and fuel resulted in second high inflation in country. In Jan-24 inflation rate was 28.2%. Price of each and every commodity has been doubled or trippled, bringing more than forty percent of population below poverty line (WB report).

SOCIAL WELFARE PROGRAMS

The structural adjustment policies firstly impact on all the developmental programs and social welfare programs. On one side progress of country is halted and on other people become devoid of welfare facilities like Sehi Card, BISP, PM Laptop Scheme for Youth etc, also broadening the gap between SDGs and country efforts. Women are main affectees of these SAP by core institutions (applying Marxist view).

PRIVATIZATION OF SOEs

Lack of proper budget due to scarce revenue, badly impacts the performance and working of State Owned Enterprises. As a result of continuous loss, they are proposed to be privatised so that state can earn few pennies. Like PIA's activities were stopped as having no fuel b/c they have not payed for it since months. even a single rupee. Therefore, it is expected that PIA will be privatised by the new government on priority basis.

STRATEGIES FOR OVERCOMING BUDGET DEFICIT

CUT ON EXPENDITURES

A pay system based on performance of employee reduces burden of government. Analyzing reports from PAC and PAD, government points excesses which should be minimized.

INCREASE TAXES

A list of heterogeneous nature of tax already implies on all Pakistanis. Percentage of tax should be proportional with the amount

to be taxed. State can also add a department of Zakat at each district level starting from federal level. The money benefits the needy of the areas firstly and then the welfare activities of the state.

DIGITALIZATION

Conversion to digital from manual system is helpful in cutting cost and increasing openness, transparency and accountability. For example Easy Paisa, ATM from SBP; online portals as of Supreme Court of Pakistan, Pakistan Railways etc. This will also reduce the human labor cost.

INDUSTRIALIZATION

Initiative of caretaker government in form of SIFC, attracting international companies to invest in industrialization and to increase the foreign reserves of Pakistan. Projects like CPEC has also potentials for shrinking Budget deficit.

CONCLUSION

Monetary and fiscal policies of country should be designed with professional expertise as they can

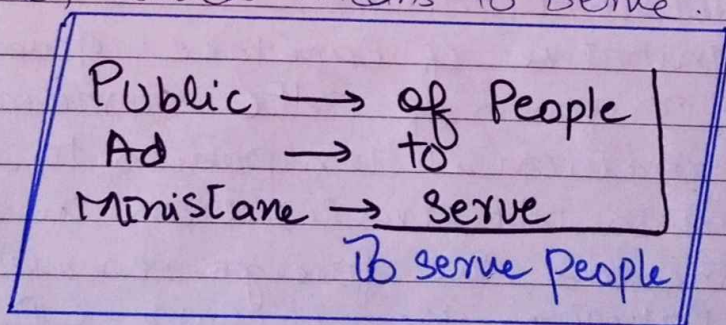
will direct nation either towards progress or towards crisis. The inter-relatedness of current account deficit, loans, inflation, sovereignty of country and progress of nation can be helpful in increasing revenues and decreasing expenditures of Pakistan.

Q 5

PUBLIC ADMINISTRATION

ETYMOLOGY

Public means of people. Administration is derived from two words ad & ministare from Greek, which means to serve.



DEFINITION

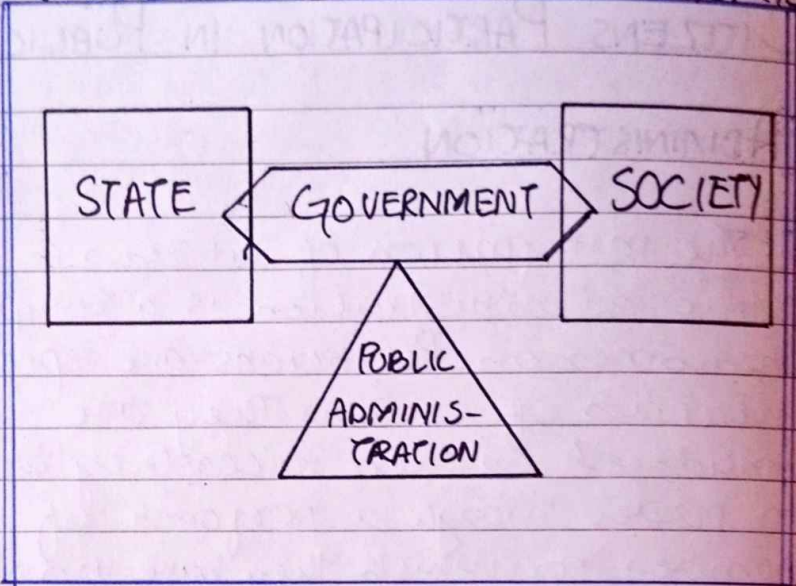
According to David Rosenbloom:
Public administration is the use of constitutional, statutory, administrative and legal rules, precedents and practices to provide economic, political, social and judicial rights

to public.

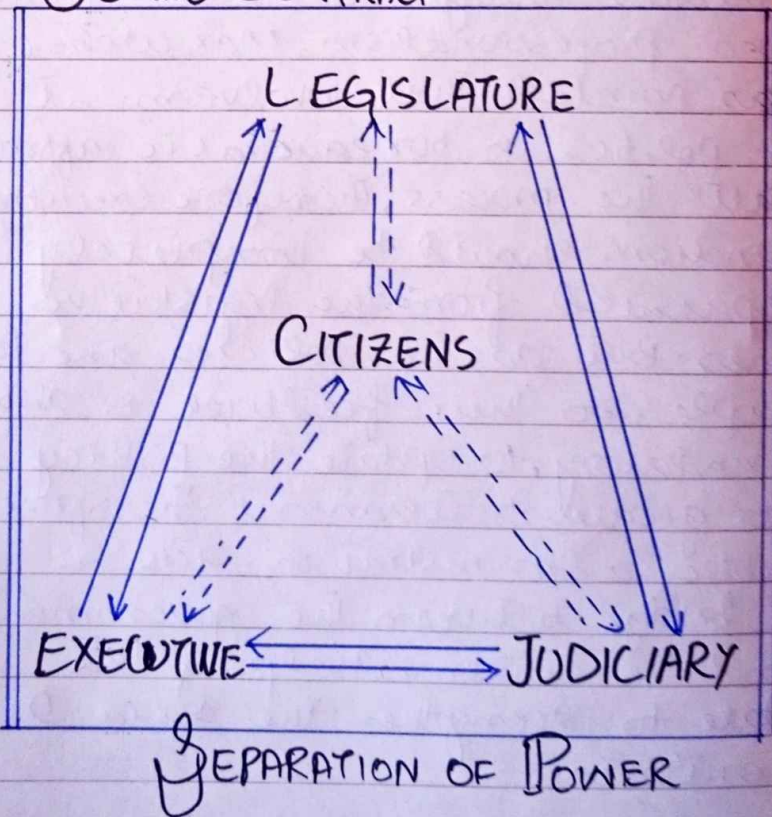
CITIZENS PARTICIPATION IN PUBLIC ADMINISTRATION

The participation of citizens in public administration is a complex phenomenon. Politicians are representatives of citizens. They are considered as their voices. They come in power through a performance of promises, for which they have no plan and policy. Administrators materialise their promises and speeches through their own expertise and professionalism. Max Weber has pointed that involvement of politics in bureaucratic affairs halt the process, therefore executive functions should be completely separated from the legislative ones. But as the policies are for people, so their feedback is also mandatory, to update the policy for greater betterment. Therefore, Public administration acts as a bridge between the government and the citizens, helping the State to strengthen the social contract.

ROLE OF PUBLIC ADMINISTRATION



SOCIAL CONTRACT



COVID-19 CASE STUDY

The outbreak of pandemic was dealt at three different levels in the country.

- 1- Federal
- 2- Provincial
- 3- Local

- Federal Government has stopped the airline service to stop international transportation.
- A National emergency situation was created to handle the issue effectively.
- Health Ministry made mask wearing a mandatory step.
- Shops should be closed.

The policy was to control the spread of pandemic, for which each and every precautionary measure was taken. But to which extent people are following the measures depends on the effective implementation of that policy. The Classical School of Criminology classifies man as a rational being who commits crime if his pain is less than the gained pleasure (Hedonistic Calculus). So the public administrators took following steps.

- Patrolling in commercial areas to see any illegal business (Status offense).
- Started moving Rashan Trucks to provide services at doorsteps.
- Patrolling in residential areas to check any kind of gathering.
- In time provision of drugs and instruments in hospitals and medical care centres.

BENEFITS GAINED

⇒ Despite being a developing nation, Pakistan has not observed the proportional losses of life as beared by Italy, US like developed nations.

⇒ The goal of serving people with a pure interest of people was achieved, through justified means of strict measures (End justifies mean, Niccolos Machiavelli).

⇒ Enhanced public awareness, so that a well groomed public can effectively participate through its developed and educated public opinion.

Q7

IDEAL BUREAUCRACY OF MAX WEBER

Bureaucracy

It is the desk or office of authority.

Max Weber

President of America, who is known as father of Political-Bureau Dichotomy. He is the father of Public Administration, as has separated it from its mother science i.e., Political Science. His famous essay 'He on the footsteps of Woodrow Wilson' has defined the guidelines for bureaucracy.

Background

- ⇒ Strictness in obeying rules and regulations, usually makes the mean an end itself ~ the hedonism machine.
- ⇒ The ultimate goal of serving people is not achieved.
- ⇒ Excessive use of authority beyond limits.
- ⇒ Politicization of neutral office affects efficiency of bureaucracy.
- ⇒ Prioritization of personal gains

over public interest.

WORKS OF MAX WEBER

Divorce of politics & bureaucracy as proposed by Woodrow Wilson.

Performance should be goal oriented not to only bound itself in chains of rules.

A two way communication between boss and subordinate.

Career building incentives to motivate the office holders.

Digitalization of services to increase transparency, accountability and feedback of people.

MODERN E-GOVERNANCE

E-GOVERNANCE

Use of ICT and other internet facilities in accomplishing tasks of government, establishes the rule of e-governance.

BENEFITS

Low cost and time in provision of services.

Transparency in government actions for easy accountability

Helps citizens to be informed about government policies, thus strengthening political socialization for a better public opinion.

Citizens participation in policy making will promote democracy

Digitalization also bring technological innovations, the demand of its understanding will ultimately increase the supply of education facility units.

Lessen the individual load of work

COMPATIBILITY WITH NPM

NEW PUBLIC MANAGEMENT

The theory is a concept of early 21st century. It advocates for using modern means to serve people and to run the state affairs.

BENEFITS

Using modern technologies provide services at door steps.

Not considering human as mechanical units.

Treats humans as customers not the cases.

Reducing the red tapism culture, moral & Psychological incentives alongwith the economic ones.

While managing the administration keeps human behavior & emotions in mind.

Promotes formal & informal communication for better outcomes.

CONCLUSION

Weber has pointed out the flaws in the steel frame of Britain, and suggested proposed remedies. These are also in coordination with the concept of e-governance and NPM. All of them aim to achieve the goal of public service with greater efficiency and lesser cost, least prioritizing the way through which it is achieved.

