

Theories of public administration provide intellectual base for formulating sound policies. In this context:

- a) Enlist contemporary public administration theories. Explain two theories out of those for their application in Pakistan.
- b) How would you differentiate between classical and new public administration approaches? Related to Pakistan's public sector.

## Introduction:

Contemporary theories of public administration provide valuable insights to develop effective, efficient and collaborative theories. These theories includes public choice theory, neo-taylorism theory, behavioral science theory and new public management theory. On applicable ground such theories are applied in Pakistan. Furthermore, new public management approach and classical approach are different on the basis of innovation, accountability, efficiency and effectiveness.

There are following public administration's contemporary theories :

i) Public choice theory :

Public choice theory significantly influences the understanding of public administration by applying economic principles, particularly rational choice and self interest to the behaviour of public officials. It offers insights in the inefficiencies and challenges of governance, decision making and service delivery. It emphasize on accountability, efficiency and limited government intervention.

ii) Neo-taylorism theory :

Neo-taylorism theory is a modern shape of Fredricks Wilson Taylor's scientific management theory. In Public administration, it provides insights that how public organizations manage their services, emphasize on measurable outcomes, performance evaluation and efficiency in delivery system.



## (ii) Behavioural science theory :

The behavioural science theory focuses on understanding the behaviour of individual or group within public organizations. It applies psychological, social and other social science methods to improve administrative practices and enhance organizational effectiveness.

## (iii) New public management theory :

This theory of public administration highlights inefficiencies and rigidity of ~~tradit~~ traditional bureaucratic system. It influences to merge private sector techniques to reform public organizations. Its primary goal is on restructuring of public administration to achieve better outcomes for citizens.

## Explaining the core principles of "New public management theory" and its applicability in Pakistan:

### i) It believes in decentralization :

New public management theory believes that shifting authority from higher administrative controllers to lower level helps to implement policies more effectively. The decentralization



also enhances the responsiveness of public agencies. In Pakistan the local government system is one of the prominent example of decentralization. Through local government system the developmental projects can be effective and lower authorities can be more responsive to masses.

### ii) Flexibility in management :

New public management theory believes in reducing the long hierarchy in bureaucracy to foster the application of policies. Besides, it provides managerial system with autonomy to innovate and improve service delivery. This factor can be applied in education sector of Pakistan, where teachers should be authorize to develop teaching methods and syllabus to ensure the equity in providing education for every student.

### iii) It stresses on public-private partnership with minimum government intervention :

According to new public management theory, the role of government should be roll back in service providing agencies like health care. Government only provide



opportunity like giving land or funds to private sector and all the management should rest in the hands of private sector. In Pakistan many health-care projects like SUT are success stories of public private partnership with minimum government intervention.

Explaining behavioural science theory and its application in Pakistan:

i) Human centric approach in organization:

According to the theory organizations are social system where people's behaviour influences outcomes. Therefore, government should focus on well being of employees. According to World Bank's report on public sector's inefficiencies in Pakistan, the low wages are one of the major causes of corruption and demoralization. If public sector employees are awarded with incentives on their performance the corruption can be reduced and service delivery can be enhance.

## Differentiating between classical and new public management approach in context of Pakistan's public sector :

Key differences :

### Classical

Classical approach is process oriented, it emphasize on rules regulations and procedures.

It is a traditional bureaucratic system with centralized hierarchical and rigid agency.

It Organization works for the welfare and development of citizen.

Delivery of service is directly by government

### New public management

It is result oriented approach and focuses on outcomes, efficiency and effectiveness.

It is decentralized, flexible and market driven organizational approach.

Citizens are treated as customers with right to quality service in exchange of finance.

Emphasize on privatization, outsourcing and public private partnership.



Classical

New public management

Accountability is based upon internal hierarchal system

Accountability is based on performance evaluation.

Motivate employees through fear and punishment

Uses incentives, competition and innovation to motivate employees.

Classical and new public management approach in accordance with Pakistan's public sector :

i) Effectiveness and efficiency :

The classical approach of public administration rely upon traditional bureaucratic method. According to Max Webers model of bureaucracy the administrator must entail with rules and regulation. The same has been noted in Pakistan's public administration where resources are wasted due to the long hierarchy of officials. However, in new public management theory the evaluation of officers is based upon performance and in Pakistan this system can enhance effectiveness and efficiency.



NPM's delivery model can be challenging in Pakistan:

Despite the effectiveness and efficiency in new public management approach, it views citizen as customer and treat them on economic market driven approach while neglecting social context. The roll back of state in developing countries like Pakistan can increase the cost of services and disgress the principle of equity. In this scenario the slow but cost efficient classical or traditional model of service delivery system in Pakistan play crucial role in providing services to general public.

Amalgamation of classical and new public management approach can be beneficial for Pakistan:

Both systems are not effective in context of Pakistan's public sector in every domain. Infact the states that introduced NPM failed to gain maximum results. Therefore, the mixture or balanced approach can be way to gain maximum output. For instance, in Pakistan's healthcare and education system the public



private partnership comes with successful model. Additionally, the implementation of technology in customs services has strengthened the ease of doing business without monopoly of particular nation. Therefore, in Pakistan's public sector the hybrid model will be more beneficial.

Conclusion: