

## IN LIGHT OF THE CURRENT SITUATION, CIVIL SERVICES AND NEW PUBLIC MANAGEMENT COEXIST IN DEVELOPING NATIONS - A REVISION

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### **Abstract**

The promotion of economic growth and the execution of public service will be the topics that will receive the majority of the attention that will be concentrated on throughout this conversation. When we have a conversation about development, we almost always consider that the role of the civil service in countries that are not as developed as others has something to contribute to the conversation. This is because the civil service function in these countries has something to give the discussion. Because of this, it is of the utmost significance that it be regarded as such by other countries. This is a direct result of this. This elaborate administrative system has been experiencing a gradual but consistent development process over several centuries, and it has done so while coexisting with a wide range of other kinds of government throughout that period. In other words, the development of this complex administrative system has taken place alongside the effect of different types of government. To put it another way, the development of this intricate organisational framework has occurred concurrently with the emergence of various other types of governance.

Keywords: Civil service reforms, New public management, Civil services and NPM coexistence etc.

### **Introduction**

Throughout human history, there has been a broad range of different state systems, and each has had its unique collection of advantages and disadvantages in equal proportions. These advantages and disadvantages have been proportional to one another. These benefits and drawbacks have been approximately proportional to one another. Standardisation has achieved a level of pervasiveness that has never been seen before as a direct result of globalisation. In the following section of this essay, we will illustrate that this has never been seen before and show that it is a phenomenon that has never been seen before. It has never been established beyond a reasonable doubt that something similar does exist. It is now feasible, because of the growth of new techniques of communication, to convey knowledge in a manner that is not only speedy but also comprehensive. As a direct result of this advancement, the quality of the information that can now be sent has improved, making it possible for more people to access it. There has been a rise

in the number of global forums where ideas and principles associated with republicanism are discussed, and there has also been an increase in the dissemination of republican ideas and regulations (such as the free market, human rights, and so on).

Consequently, there has been a general rise in the quantity of republican ideas and principles. This growth has occurred at the same time that there has been a concomitant increase in the total number of online discussion boards found worldwide. In addition, there has been an increase in the number of people talking about the principles and principles of republicanism. Even though there are significant differences between them, throughout the rest of this post, we are going to use the phrases "state," "government," "civil service," "public sector," and "public administration" interchangeably. The public sector, public administration, and the civil service are going to be some of the topics that are going to be brought up during the discussions that are taking place about the revamping of the public sector. Arguments are taking place regarding the revamping of the public sector. Adjusting practises and processes is a significant component of reforming public administration; nevertheless, improving the civil service does not involve taking this kind of action. Changing practises and procedures is an essential component of reforming public administration.

The governments of what is now generally regarded as the "Western world" were modelled around this arrangement. The nation that is presently listed as the world's second-fastest-growing country in terms of its current population size serves as an excellent example of a state that achieved its independence after the year 1960 and is currently ranked first in terms of its rate of population increase and the decade of the 1970s witnessed the emergence of the third paradigm, which was known as "New Public Management," pioneered by "developed" Anglo-Saxon states. This paradigm came into being during the decade of the 1970s. The decade of the 1970s also participated in the development of the fourth paradigm, which was referred to as "New Public Administration." This paradigm emerged during the decade. The idea that governments need to be more open and accountable to the people they are supposed to serve was at the core of this paradigm.

On the other hand, a number of its components have gained traction throughout the time that has passed ever since then, which is an unexpected turn of events that is very much appreciated by the community. The fourth paradigm, which arose in the early 1990s and is called good governance, primarily emphasises countries still establishing their economies and political systems. This paradigm was based on the idea that nations that are still in the process of developing their political and economic structures should be given priority. The fundamental tenet around this paradigm was founded was the assumption that nations still in the process of establishing their economies and political systems are more likely to prosper. The name of this paradigm was derived from the phrase "good governance," which was coined during the time mentioned above period and has now become common parlance.

## **Civil service reforms**

The "Guiding Principles on Civil Service Reform," created in 1992 by the Civil Service Working Group of the Special Programme of Assistance for Africa (SPA), is possibly the most well-known and comprehensive set of concepts. The Civil Service Working Group wrote it off the SPA. This report was prepared by the SPA's Civil Service Working Group, which is credited with its authorship. In addition to this, the list was the very first one of its kind ever compiled. This document describes the specifics of the overall reform strategy, the programme's design, implementation, evaluation, and the contributors who offer financial support for the project.

Additionally, this document identifies the contributors who provide financial support for the project. In light of these facts, it should come as no surprise that one of the goals of our global alliance is to increase the effectiveness with which governmental entities carry out their responsibilities. We are now entering an inaccessible area to anyone without significant training. Planners and people working to influence change worldwide, including in the United States and other nations, have identified many improvements that have not been successful or gone far enough.

Because of this, it is challenging to assess the success of earlier attempts at reform in light of the criteria that are currently in place. Do we determine if a project was successful or unsuccessful based on whether or not the results it set out to attain were accomplished? Is there any alternative approach that one could take to make something like this a reality? The government of Mozambique has made efforts to simplify procedures, such as obtaining a land title, to meet the expectations of the people who live in that nation. These efforts are being made to satisfy the expectations of the people who live in Mozambique.

### **What reforms are most likely to succeed or fail, according to the results**

- The process, sometimes called "administrative mimesis," including replicating successful organisations, is highly challenging. The necessity for extensive planning and preparation arises from the attempt to replicate exemplary organisation. Unfortunately, this has often led to tragic outcomes due to governments' failure to effectively replace inefficient institutions with more effective ones. This phenomenon can be attributed to the challenges governments face in effectively replacing underperforming institutions with those that demonstrate higher levels of efficiency. The acquisition of this essential skill should be imparted to all individuals, given its pivotal significance in daily existence, and everyone must receive proper instruction on its correct execution.
- When examining the degree to which customer demands influence ideas, it becomes feasible to draw informed inferences about the acceptance rate of innovations. One possible strategy for addressing this issue involves monitoring the frequency at which ideas are generated in response to client demands. The probability of achieving effective outcomes when reforms are predominantly facilitated by an international development agency and primarily supported by local officials motivated by the preservation of aid funding for their country is exceedingly low. The confluence of these elements renders the likelihood of successful adjustments quite improbable. The coexistence of these two variables creates a context where the possibility of

achieving successful reform is exceedingly low. The probability of achieving effective outcomes is considerably low due to the interplay among these factors.

- The presence of tangible and perceptible achievements, often facilitated by the reengineering of administrative services and the visibility and audibility of reform heroes or pioneers, serves as a valuable catalyst for advancing reforms.
- Without robust political resolve and efficient leadership, any attempts at reform would likely result in only symbolic actions and substantive impact. It is imperative to ensure the presence of both components in the system being utilised.
- Despite their close connection to broader political and economic contexts, administrative issues are occasionally perceived as solely technical and solvable through a series of obligatory tasks. Even though organisational problems are interconnected with broader political and economic circumstances, this is true. The interconnection between administrative issues and more general political and economic contexts is evident in this scenario.
- The current scenario entails the interdependent relationship between administrative challenges and broader political and economic contexts. Although the obstacles surrounding administration are inherently connected to more general political and economic factors, this assertion remains valid. Research has demonstrated that strategies reliant on technology have proven to be ineffective, thus rendering their utilisation impractical.
- The appropriateness of employing a directed strategy or a participatory method is contingent upon the contextual factors under consideration. One meaning of the word "directing strategy" posits that it is a centrally directed approach that garners unanimous agreement from all parties concerned. On the contrary, participation might serve as a potential hindrance to the effectiveness of reforms or a means to reduce their overall impact.
- Maintaining a state of preparedness is imperative to anticipate encountering opposition and resistance. This necessitates engaging in proactive cognitive processes that consistently contemplate the likelihood of such occurrences and equipping oneself with the necessary resources and strategies to navigate and address them effectively. This will ensure that you are adequately prepared for its eventual event.
- Due to the lack of success and unforeseen adverse consequences associated with prior change initiatives, the prospect of effecting future changes is projected to be highly challenging. As a consequence of this, the implementation of future modifications will provide a significant challenge. The current circumstances will pose significantly greater difficulties due to this particular advancement.
- If a public figure were to attempt to enact change alone and experience failure, the potential consequences for their professional trajectory could be significantly detrimental should their efforts be unsuccessful.
- The prioritisation of intangible notions such as public interest, accountability, and efficiency should be emphasised over attaining tangible objectives. This is due to the inherent complexity of defining and quantifying these notions.

- It is essential to consider that modifying the approach by which the government conducts its operations involves the integration of political dynamics. It is crucial to have in mind this particular issue. It is imperative to consider this consideration, as it holds significant importance. Politics cannot be equated with other topics, such as management or administration, nor should these subjects be equated with politics.

### **Growing difficulties and demands in emerging nations**

Contrast to the simplicity of executing direct administration, as discussed in the fourth point. Implementing indirect control methods constituted a far more challenging undertaking than directly managing organisations and services. Indirect modes of control encompass many measures, such as taxation, interest rate adjustments, the establishment of independent regulatory bodies, legal frameworks for regulation, monitoring activities, and assessment procedures. Monitoring and evaluating are other instances of indirect control mechanisms. The transition towards a regulated stance and reduced interventionism is anticipated to result in numerous unforeseen consequences. To succeed in this particular occupation, it is essential to possess proficiency beyond basic knowledge and skills, even in developed countries, where these adjustments were implemented in a somewhat stable environment, adopting new regulatory frameworks led to frequent disruptions and legislative gaps across several sectors. This phenomenon occurred due to the extensive scope of the alterations. This phenomenon can be attributed to the inherent properties of the modifications.

One of the contentious matters pertains to the presence of numerous conflicting agendas, particularly regarding the standardisation of administrative procedures and the reinforcement of connections to the historical underpinnings of the State. The prevailing viewpoint among individuals is that for a state to establish its own identity and validate its existence, it is imperative to undertake a process of societal reorganisation that becomes increasingly transformative as one approaches the ideological centre. This phenomenon can be attributed to the prevailing belief among a significant portion of the population that the State's establishment of its identity and legitimisation necessitates a prior restructuring of society. The overall perspective among individuals is that the State must establish its legitimacy to develop its distinct identity. This phenomenon occurs due to the State's inclination to appropriate ideas and principles from external sources to incorporate them into its policy framework. The rationale behind this phenomenon can be attributed to the State's propensity to adopt concepts and principles from other sources. The potential tension between modernity and tradition will likely escalate if external nations pressure the country to embrace global paradigms. The prevalence of global models is on the rise in contemporary society.

Due to the fragmented nature of policy implementation, the practical implementation of numerous proposed reforms would be challenging without a comprehensive framework. This is because policies are commonly subdivided into various distinct initiatives, rendering it unfeasible to accomplish without a well-defined approach. James Ferguson issued a cautionary statement to Lesotho, asserting that adopting such measures would render it impracticable to evade the

emergence of authoritarian inclinations inside the bureaucracy. He earnestly implored Lesotho to acknowledge this warning and attentively consider his counsel duly. Although political problems are often the root cause of a significant majority of issues, it remains plausible that a substantial portion of these challenges can be effectively addressed through technological solutions.

The decline of a previously dominant monopoly on governmental revenue catalyses the events that culminated in the eleventh conflict. This occurrence is the impetus for the events culminating in the eleventh conflict. Although there has been a general enhancement in the quality of services rendered, the State has incurred financial losses due to its numerous partnerships with various organisations. This has, however, resulted in an overall improvement in the quality of services provided. Critics of the State's subpar performance have had a detrimental impact on morale, increasing bureaucratic processes that compromise efficiency.

Furthermore, these criticisms have contributed to work ethics and motivation. Additionally, they have rationalised patrimonialism and patronage, particularly among those who engage in such practices and their associated social networks. Additional adverse consequences encompass a rise in bureaucratic processes that undermine operational efficacy, a decline in work ethics and motivation, an escalation in bureaucratic tendencies, and a reduction in overall efficiency. The combined impact of these issues has resulted in a decline in the State's overall performance. Furthermore, other adverse consequences can arise, such as a decline in work ethics and motivation, a rise in bureaucratic processes, and a decrease in overall efficiency.

### **Possible remedies include new public management**

Some people believe that the model of bureaucracy places an excessive amount of importance on formality rather than efficiency, conformity rather than invention, and the needs of the general public ahead of the needs of the bureaucracy itself. Some argue that the bureaucratic paradigm places an excessive premium on formality rather than efficiency. Others disagree with this viewpoint. These persons have criticisms of the model of bureaucracy. Even though the State was well-known at the time for its broad policy of tenured employment, it was considered that this method was the source of lethargy, the loss of innovation, and resistance to change during that historical period.

At the beginning of the 1990s, a movement advocated market-based solutions to problems brought about by ineffective state management. Because it promoted market-based solutions, this movement became known as "New Public Management," and it successfully gained traction. Al Gore's book is titled "Reinventing Government," In this book, he makes the case that "good people were trapped in bad systems." As soon as it was proposed that this could be a workable plan, a choice was taken to implement deregulatory measures, and relatively immediately after that, ensuring they were successful became the primary focus of attention. Deregulation of line management, converting governmental agencies into private enterprises, outsourcing, and basing contracts on performance are the main ideas behind NPM.

### **NPM and public values**

According to professionals in the field, such as Francois Xavier Merrien (1996), the primary goal of NPM is to integrate a management style equivalent to that of the private sector into the public sector. This objective is stated in the NPM vision statement. The NPM white paper makes mention of this objective in the document's first paragraph. However, he cautions that the outcome of utilising this strategy cannot be predicted with total certainty because its feasibility is entirely determined by the particulars of the problem being treated. In other words, the outcome of applying this method cannot be known with absolute certainty. The same NPM success stories are recounted repeatedly, yet the failures related to this topic are rarely discussed.

On the other hand, using traditional management strategies is associated with a significantly decreased likelihood of achieving one's goals, which suggests that this approach is less likely to be effective overall. According to Merrien, whereas the public sector is concerned with concerns such as the legitimacy, fairness, and dependability of public services, the private sector is intent on making a profit at whatever cost. This contrasts with the public sector, which is concerned with issues related to the public services themselves. On the other hand, the public sector is concerned with issues such as the legitimacy, justice, and reliability of public services. This contrasts with the private sector. An unwavering dedication to behaving in a way that benefits the most significant number of people is another quality necessary for a successful career in public service.

However, because NPM is based on contracts, a solid legal structure is essential to back up the system with guarantees and settle disputes fairly and impartially. This is because NPM is based on contracts. This is because NPM is founded on contracts. This is because the NPM is built on contracts, which is why this is the case. Although most developing countries do not have much work ethic and it is difficult to find qualified employees to fill government posts that require negotiating and managing complicated contracts, it depends on accountability. This is the case despite the difficulty of finding skilled personnel to fill government posts that require the negotiation and administration of complex contracts. Politicians, high-ranking government workers, and executive agents in developing countries are known for lacking transparency in dealings with the general people. This is especially true in developing countries. There must be a clear distinction between those who formulate public policy (lawmakers) and those who are responsible for putting that policy into action (managers of executive and public agencies; all other workers are service providers) to ensure the success of NPM. Donors prefer the second choice because it eliminates the possibility of being obliged to participate in a candidate's or party's election processes. This is the primary reason why donors select this option. When a president is in command, the boundary separating officials and bureaucrats from one another becomes considerably less apparent. This is because the president is the highest-ranking official in the government. It is not organised linearly, ordered from the most significant to the lowest level, or follows any particular hierarchy. On the other hand, it is nothing like that in terms of being dynamic, fluid, and coherent.

In light of the constraints imposed by the NPM way of thinking, it is of the utmost importance to zero in on the circumstances and settings in which this way of thinking is most likely to achieve the most success. For example, the government is unable to pay its full attention to the

needs of its customers, and it is quite improbable that the process of levying taxes will ever be able to compete with the practices of other industries. Evaluating the effects of a change, on the other hand, can be difficult because even data that can be controlled do not necessarily indicate a causal relationship. This can make evaluating the implications of a change complicated. The New Public Management (NPM) paradigm creates barriers that prohibit implementing effective governance. It maintains that public sector managers are motivated by self-interest rather than commitment to the greater good.

As a consequence of this, it is challenging to arrive at conclusions regarding policies that are sound. According to Cook (1996), the terms "customers," "consumers," and "users" of a service are used rather than the term "citizens" when speaking about people who are exercising their full rights and obligations. This is because customers, consumers, and users all refer to people who utilise the service in some capacity. This is because people getting the service are simultaneously referred to as customers, consumers, and users. One of the more challenging questions to answer is whether or not NPM overstated the market's significance at the time it was established. This is one of the more contentious issues. Many people were under the incorrect assumption that implementing market reforms would give a quick solution to the issues with service delivery; however, this was not the case. Once upon a time, a school of thought held the view that less developed nations would be able to learn something worthwhile from the experiences of more developed nations. This idea has been debunked in recent years. It was formerly believed that local or foreign enterprises could not enter the market in developing countries because government monopolies stopped them from doing so. However, recent research has disproved this belief. This idea has been debunked in recent years. In some situations, an increase in the provision of services emerged out of thin air. In contrast, the market's growth may be constrained in other scenarios because insufficient resources are available. There is no simple solution to the question of who benefited from the victory in each method because there is no evident answer. As a result, there is no essential response to the question.

### **How do NPM modifications affect daily operations?**

It is heartening to observe an increase in applying the agency model in various disciplines, such as taxation, customs, and health care. Over the last few years, this expansion has taken place. This phenomenon first appeared in Africa but has since dispersed across the rest of the earth. Its origins can be traced back to Africa. Many countries looked to the National Health Service of the United Kingdom as a model to imitate, even though the United Kingdom did not have complete financial autonomy. This was because the National Health Service of the United Kingdom was so successful. Corporatisation provides an opportunity to reward observable achievements in areas such as taxation, customs, and healthcare provision, while simultaneously addressing problems associated with conventional bureaucratic administration, such as low wages and excessive personnel turnover. These issues can be addressed by combining the opportunities of corporatisation and traditional bureaucratic administration. The fact that corporatisation creates an opportunity for action makes it possible to address these concerns and find solutions. The first



strategy is a tried-and-true method for avoiding the traditional legal entanglements and compensation structures, in contrast to the second choice, which is forward-thinking and in line with the NPM concept. The second choice is also in keeping with the NPM philosophy. By employing these strategies, a high-performance culture may be formed throughout various governmental duties. This view is supported by the fact that developing a high-performance culture is possible. They believe this is feasible due to the greater efficiency that will be produced due to their proposal.

When the services offered by the government are personalised to meet the specific needs of individual citizens, it is possible to achieve greater outcomes. This is because it is viable to achieve larger results. Goals have been outlined, and management committees that include both users of the system and members of the general public who are employed in fields such as law enforcement, education, and healthcare have been established. It is of the utmost importance that the same mistake not be made in reaction to this problem, which is to develop a "cult of participation" to find a solution to the problem. This is an error that must be avoided at all costs. Participants shouldn't only consider the process as a forum in which they may express their thoughts; instead, they should view it as an opportunity to educate themselves about the issues at hand and the process as a whole. They should also view it as a venue to express their opinions. As part of this process, individuals must acquire the necessary knowledge to approach governmental issues from a citizen's standpoint. This can only be accomplished through education. Having this knowledge is essential to have an understanding of how to handle the problems of government in the perspective of a citizen.

Approaches that focus on the customer have shown to be beneficial in addressing the numerous and distinctive requirements that were traditionally difficult to achieve for large government bodies. This has been proved through several different studies. Many people believe that the traditional reporting and complaint management systems are not as robust as the learning organisation model, which is a method for keeping track of things intended to be more long-lasting. This is because the learning organisation model is a technique to track things designed to be more durable. Under this technique, front-line personnel should be ready to listen to and watch how residents react to the quality of service offered and the degree to which they are satisfied with the level of satisfaction. This makes it possible for the staff at the front lines to obtain knowledge from the input supplied by the residents. This tactic can be implemented when the State is still actively involved in the problem. It has been demonstrated that the novelty of NPM has led to an overemphasis on its unique practises, most notably downsizing and privatisation. This has occurred due to an overemphasis on NPM's distinctive procedures. Consequently, a disproportionate amount of emphasis has been focused on these practices.

On the other hand, traditional systems are essential to the sovereignty of nations and are impervious to osmosis from private activity. Even though not enough has been done to improve traditional methods, they remain significant. How do institutions function, how successful are they compared to the inputs they receive, what kinds of decision-support systems have been established,

how much administrative assistance institutions require, and how should security forces be managed? Despite the significance of career paths for those in authoritative roles, they have not received the required attention or adjustments, even if these are essential factors. A sceptic would argue that this is because other things besides money and occupations are of greater significance than those two things. Many authorities believe that the implementation of NPM in nations that have been motivated by Weber's theory is more symbolic than it is substantive. As a result, they have questioned the efficacy of the NPM.

### **Conclusion**

Developing nations need to devise remedies to their challenges instead of striving to mimic the failing policies of the so-called "developed world" or caving into fads in the name of conservatism or innovation. This is more important than trying to replicate the policies of the "developed world." Reestablishing academic freedom as one of the process's initial steps is necessary to begin the reformation process. The developing world has enough intellectual power to find the answers independently. As we've seen, one way for a country to maintain its sovereignty is to implement a system that depends on deception and uses words rather than actions. This is because words are easier to control than actual deeds. There needs to be an increased connection between developing nations on a global or regional scale. This is vitally necessary. To think for oneself, one must have the humility to take in and absorb information from a wide variety of sources, assimilate new information at the appropriate time and speed, and rely only on other specialists' assistance when it is essential. After the departure of the foreign advisors, the responsibility for carrying out the task will be given to the nation's most influential political or administrative personalities. With the presentation of this conceptual framework, our investigation into the advantages of NPM compared to more traditional forms of management has come to a successful conclusion. The situation started to improve as governments became better at relying on the knowledge and experience of all parties involved. When choices are made based only on what is trending, conventional methods of thinking and carrying out activities are resurrected and become fashionable once more. People in Guinea and other nations frequently find new career chances after being let go from their previous positions after being fired.

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