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NEW PUBLIC SERVICE APPROACH IN PUBLIC ADMINISTRATION

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Abstract :- The New Public Service (NPS) approach is perhaps the most systematic approach in the study of public administration. The New Public Service approach supplies a structure for the many voices calling for the reaffirmation of democratic values, citizenship, and service in public interest. It is organized around a set of seven core principles : 1. Serve citizens, not customers; 2. Seek the public interest ; 3. Value citizenship and public service above entrepreneurship ; 4. Think strategically, act democratically ; 5. Recognize that accountability isn't simple; 6. Serve, rather than steer ; and 7. Value people, not just productivity.

Keywords : Serve, Citizenship, Community, Civil Society, Public Interest, Responsibility, Value, Accountability.

Methodology of The Study : This paper focused on the theme of qualitative methodology with analytically views.

Introduction : The New Public Service(NPS) approach is the most coherent approach to the study of public administration in 21st century. It starts with the premise that the focus of public management should be citizens, community, and civil society. In this conception , the primary role of public servants is to help citizens articulate and meet their shared interests rather than to control or steer society(Denhardt and Denhardt,2000). This is in sharp contrast to the philosophical premise of New Public Management approach in which transactions between public managers and customers reflect individual self-interest and are framed by market principles. It is also different from old public administration approach where citizen related to the bureaucracy as clients or constituents and were treated as passive of top –down policy making and service delivery mechanism(Bourgon 2007). Control and hierarchy rather than plurality and engagement these relationships.

The New Public Service model approaches public management from the advantage point of democratic theory, undertaking on the notion of active and involved citizenship. Citizens look beyond narrow self-interest to the wider public interest and role of public officials is to facilitate opportunities for strengthening citizen engagement in finding solutions to societal problems. Public managers need to acquire skills that go

beyond the capacity for controlling or steering society in pursuit of policy solutions to focus more on brokering , negotiating and resolving complex problems in partnership with citizens. In seeking to address wider societal needs and develop solutions that are consistent with public interest, governments will need to be open and accessible , accountable, and responsive, and operate to serve citizens. Prevailing forms of accountability need to extend beyond the formal accountability of public servants to elected officials in the management and delivery of budgets and programs to accommodate a wider set of accountability relationships with citizens and communities.

Finally, the NPS approach also asserts that importance of public service ethos, emphasizing the values and motivations of public servants dedicated to the wider public good (Denhardt andDenhardt, 200, pp. 556-57).

Roots of the New Public Service: Like the New Public Management and the old public administration, the New Public Service consists of many diverse elements , and many different scholars and practitioners have contributed , often in disagreement with one another. Yet certain general ideas seem to characterize this approach as a normative model and to distinguish it from others. While the New Public Service has emerged both in theory and in the innovative and advanced practices of many exemplary public managers . Certainly the New Public Service can lay claim to an impressive intellectual heritage, including, in public administration, the work of Dwight Waldo (1948), and in political theory, the work of Sheldon Wolin (1960). However, there are more contemporary precursors of the New Public Service, including (1) theories of democratic citizenship ; (2) model of community and civil society ; and (3) organizational humanism and discourse theory.

Seven principle of the NPS approach : Theorists of citizenship, community and civil society, organizational humanists, and postmodernist public administrationists have helped to establish a climate in which it makes sense today to talk about a New Public Service . There are a number of practical lessons that the New Public Service suggests for the New public Management and the old public administration in public administration. These lessons are not mutually exclusive, rather they are mutually reinforcing. Among these, seven lessons are most important. These are following :-

1. SERVE, RATHER THAN STEER : An increasingly important role of the public servant is to help citizens articulate and meet their shared interests, rather than to attempt to control pr steer society in new directions.
2. THE PUBLIC INTEREST IS THE AIM , NOT THE BY-PRODUCT : Public administrators must contribute to building a collective , shared notion of the public interest. The goal is not to find quick solutions driven by individual choirs. Rather, it is the creation of shared interests and shared responsibility.
3. THINK STRATEGICALLY, ACT DEMOCRATICALLY : Policies and programs meeting public needs can be most effectively and responsibly achieved through collective efforts and collaborative.
4. SERVE CITIZEN, NOT CUSTOMERS : The public interest results from a dialogue about shared values, rather than the aggregation of individual self-interests . Therefore, public servants do not merely respond to the demands of “customer”, but focus on building relationships of trust and collaboration with and among citizens.
5. ACCOUNTABILITY ISN'T SIMPLE : Public servants should be attentive to more than market; they should also attend to statutory and constitutional law, community values, political norms, professional standards, and citizen interests.

6.VALUE PEOPLE, NOT JUST PRODUCTIVITY : Public organizations and the networks in which they participate are more likely to succeed in the long run if they are operated through processes of collaboration and shared leadership based on respect for all people.

7. value citizenship and public service above entrepreneurship : The public interest is better advanced by public servants and citizens committed to making meaningful contributions to society rather than by entrepreneurial acting as if public money were their own.

*Comparing Perspective : Old Public Administration, New Public Management , and New Public Service

Service	Old Public Administration	New Public Management	New Public
Theoretical foundation	Political theory, naïve social science	Economic theory, positivist social science	Democratic theory
Rationality and models of citizen interest	Administrative rationality, public interest	Technical and economic rationality, self-	Strategic rationality,
Human behavior		-interest	
Conception of the public values	Politically defined and expressed in law	Represents the aggregation of individual	Result of a dialogue shared
To whom are public servants responsive?	Clients and constituents	Customers	Citizens
Role of government and citizens	“Rowing”, implementation focused on politically defined objectives	“Steering”, Serving as catalyst to unleash market forces	“Serving”, negotiating brokering interests among
Mechanisms for achieving public, agencies	Administering programs through existing government agencies	Creating mechanisms and incentives through private and non-profit agencies	Building coalitions of non-profit private
Approach to accountability professional	Hierarchical-administrators responsible to elected leaders	Market-drive-outcomes result from accumulation of self-interests	Multifaceted-public guided by law, values, norms and citizen interests
Administrative discretion constrained	Limited discretion granted to public officials	wide latitude to meet entrepreneurial goals	Discretion needed but and accountable
Assumed organizational Structure with shared	Bureaucratic organizations with top-down authority and control of clients	Decentralized Public organizations with primary control within agency	Collaborative structures leadership
Assumed motivational desire basis of public servants	Pay and benefits, civil service protection	Entrepreneurial spirit, desire to reduce size and function of government	Public service, desire to contribute to society.

Implications and Conclusions : From a theoretical perspective, New Public Service offers an important and viable alternative to both the traditional and the now-dominant managerialist models. It is an alternative that has been built on the basis of theoretical explorations and the practical innovations. The result is a normative model, comparable to other such models. While debates among theorists will continue, and administrative practitioners will test and explore new possibilities, the commitments that emerge will have significant implications for practice. The actions that public administrators take will differ markedly depending on the types of assumptions and principles upon which those actions are based.

Decades ago, Herbert Kaufman(1956) suggested that while administrative institutions are organized and operated in pursuit of different values at different times, during the period in which one idea is dominant, others are never totally neglected. Building on this idea, it makes sense to think of one normative model as prevailing at any point in time, with the other playing a somewhat lesser role within the context of prevailing view. Currently, the New Public Management and its surrogates have been established as the dominant paradigm in the field of governance and public administration. Certainly a concern for democratic citizenship and the public interest has not been fully lost, but rather has been subordinated.

In terms of the normative models, New Public Service clearly seems most consistent with the basic foundations of democracy. New Public Service provides a framework within which other valuable techniques and values, such as the best ideas of the old public administration or the New Public Management, might be played out. While this debate will surely continue for many years, for the time being, the New Public Service provides a rallying point around which we might envision a public service based on and fully integrated with citizen discourse and the public interest.

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