

Managerial roles in Public Service- A literature review

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Abstract: This Paper is a result of the literature review, intended to understand the role and importance of management, in public services. The study is based upon the findings and recommendations of various authors about the roles of strategic management, with special reference to the public sector services.

Index Terms: Public Sector Management, Public Services, and Managerial roles

I. INTRODUCTION

Management is a process of achieving a desired goal. The basic concern of administration is the achievement of the desired goal in the most effective way. The effective fulfillment of the desired goal depends upon two factors namely, the effective organization of men and resources and the effective management or direction of organization (*Mitra J.K.*). Organization is the apparatus of administration, while management in the running of its. In the words of John D Millet, Administration is an instrument for the exercise of political power. Administration organization is the formalized structure for exercising certain powers of Govt. and the management is the group of persons and

the process by which organization is animated to accomplish these ends. Effective performance in the public service is a much-to-be desired end because of what it contributes to certain other values. The essential ultimate values of management in the public service are satisfactory services, responsible performance and good government (*Millett J.D.*)

II. OBJECTIVES OF THE STUDY AND METHODOLOGY

This study is primarily based upon literature review, in order to analyze the role of management in the public sector, with special reference to the Jharkhand

region. The source of data is Secondary data extracted from Research papers, Articles, Books, etc.

III. REVIEW OF LITERATURE

Public organizations are created by government for primarily political purposes. They are ultimately accountable to political representatives and the law for achieving the objectives set for them. Their criteria for success are less easy to define than those of private organizations, since they include social and market measures as well as political ones. Public organizations cover a wide range of activities and encompass all those public bodies which are involved in making, implementing and applying public policy throughout the country (*Farnham D. and Horton S.*)

The managerial functions in the public sector are many and varied. Having no 'bottom line' is no excuse for failing to manage performance. In the private sector, where profits are not known until after the event, managers use measures and indicators of performance. In spite of the technical difficulties, measuring performance must become embedded in the management culture of the public sector if the quality of services is to improve (*Naidu C.P.*). Administrative reform has led to a strong increase in the use of performance assessment instruments in the public sector. However, this has also led to several unintended consequences, such as the performance paradox, tunnel vision, and "analysis paralysis." These unintended consequences can reduce the quality of the knowledge about actual levels of performance or even negatively affect performance. Examples can be found in all policy sectors.

Certain characteristics of the public sector—such as ambiguous policy objectives, discretionary authority

of street-level bureaucrats, simultaneous production and consumption of services, and the disjunction of costs and revenues—increase the risk of a performance paradox, either unintentionally or deliberately. Performance assessment should therefore take the special characteristics of the public sector into account and develop systems that can handle contested and multiple performance indicators, striking a balance in the degree of "measure pressure" and minimizing dysfunctional effects (*Weber M.*).

In the common use, the term management is variously used to indicate the whole system of administration or only organization, or the person or body of person wielding the administration or only organization, or the person or body of persons wielding the administration authority in the organization (*Vikas S. L.*). However in public administration, management has acquired a distinct conceptual significance. It is complementary terms of organization which denotes the anatomy of administration; it signifies the physiology of administration. One represents the static or structural aspects of administration, while the other represents its dynamics aspect that is why in public administration the two words are often used in combination: organization and management. (*Boyne G.A.*)

Without organization, management does not come into existence and without management organization remains a dead weight. Hence, the study of organization becomes meaningful only if we follow it up by the study of management. In a democratic society management should observe the traditions, basis trends and the ritual of that society. At the top level management, generally called top management

is found in a small elite of persons called manager, director, etc. (*Lynn L.E.*)

IV. FINDINGS AND CONCLUSION

Organisations in the public sector have a certain agenda that they want to achieve. In order to do so, they must apply strategic management. Strategic management is important to any organisation. In the public sector the organisations must have a mission and a vision. Carrying out activities and initiatives without having a plan can make a particular sector to become redundant. The government has to have very clear objectives as to why they need each and every arm of government (*Lynn L.E.*)

One of the most important things in strategic management is carrying out a SWOT analysis. This entails the executive members of the organisation making an effort to understand their strengths, weaknesses, opportunities and threats. Once an organisation understands these things, they are able to trace a way forward. The executive will understand the valued competencies that their organisation has that will propel them towards their goals. Strategic management helps an organisation to realise and understand the external as well as internal threats that work against their goal. With this understanding, an organisation is able to come up with measures to protect themselves from the negative implications of such threats. Strategic management will help an organisation in the public sector to experience growth and expansion. Since it helps an organisation to realise its strengths, they are able to invest more in their valued competencies. By applying the right kind

of activities, the organisation is bound to grow greater (*Boyne G.A.*)

Strategic management will save an organisation a lot of money. It entails regular monitoring and evaluation. Monitoring and evaluation is necessary to find out the effectiveness of the activities being carried out by an organisation. The public sector will be able to save on financial and human capital if they can analyse the roles that they play and whether the input is worth the output.

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