

PUBLIC ADMINISTRATION: CONTEMPORARY ISSUES AND CONSIDERATIONS IN PAKISTAN

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Abstract

This study aims to delineate the issues affecting the contemporary public administration and highlight the scholarly tension in its theoretical and intellectual aspects. The emerging problems faced by the discipline encompass the historical conflicts, limitation complications, and vagueness in scope, definition, and methodology of public administration. In a context of technological growth, integration of business and nonprofits, unfixed limitations of legality to public policy making and execution, traditional tug of war of politics and administration dichotomy by practitioners also address the public administration in doldrums. Influencing impacts of globalization, complementary approaches to public administration, outdated boundary lines between administration, transparency and administrative accountability, bureaucratic flaws and acceptance of managerial innovative techniques raise the questions in the discipline. The given literature of public administration issues entailed to identify the paradigm tension, limitation and scope, definitional vagueness, contradicting approach, and teaching and methodological tautness. Attaining the purpose of the research exploratory method and secondary source of the data collection used to meet the criteria of the study

Keywords: Administrative Accountability, Administrative Reform, Considerations, Issues, Public Administration

INTRODUCTION

. Scholarly arguments represent the theoretical and intellectual tension always sustained an active position in the case of public administration. Various phases are to be faced by public administration to its inception and the issues, difficulties in the way to materialize its identity and recognition as a discipline. The acceptance of the discipline faces the warm debate either it encompasses the core relevancy and intellectuality with the concerned subject matter or it complains the failure of the researcher to produce due argument, objectivity, and absence of intellectual approach to meet the subject (Bojang, 2018; Ostrom , 2008; Lan, and Anders, 2000). In a discourse, Public administration faces the potential issues as it is considered a discipline broader

than the complications of simple administration (Bojang, 2018; Dahl, 2018). In face of a recognition and popularity of the discipline as public administration like a profession allow the rise of questions by experts and academicians to encompass the core debate to be questioned public administrations' professional status (Pugh, 1989). The majority of researchers maintained their support and recommended to conduct the research on the concerned domain relating to issues and challenges of the discipline (Englehart, 2001; Hummel, 1991; Ventriss, 1991). According to researchers numerous issues relating to public administration emerge because of globalization, limitations and scope of subject, perplexed conditions of politics and administration dichotomy, bureaucratic flaws, diverse culture of the world communities, confinement boundaries of policy making and implementation under separate and intermingling positions (Englehart, 2001; Hood, 1995).

The confinement of limitations imply the difficulties to meet a perfect nature of execution of the discipline goes in contradiction with the policymaking role in the contemporary era of administration and it indicates and urge to comprehend the nature and limitation of public administration to designate it as a debate of century (Tahmasebi, et al., 2011). An investigation remains on the shoulders of scholars to produce sufficient attention to intellectual development and an advance policy research which remained in negligence relating to execution of public policies in public organization (Bojang, 2018; Head, et al., 2015; Şaylan, and Sezen, 2000; Hashmi, 1989). The science related policy making maintained its popularity due to jump of policy maker scientists into the broad discussion and it meet the hard task to relate the discipline with public administration by a classic means and the hindrances circumstances allow the weaknesses and adoption of the alternatives can create the possibilities of policy implementation and solve the intensive problems (Buuren, et al., 2020; Howlett, 2020). The backwardness of technological adoption in the public sector and the research support the ignorance of information technology in the study of government highlight the public administration poor scenario (Margetts, 2012). There is deep integration and use of technology and public administration in the way of a speedy service delivery and easy and cheap accessibility to produce a bridge between government and citizen (Northrop, 2003). The violation of administrative morality, complexity of politics and administration dichotomy, fragmented methodology can become the leading issues to public administration (Chandio, et al., 2019; Wright, et al., 2016; Margetts, 2012; Tahmasebi, 2011).

Administrative ethics implies the degree of morality of an administrator that cannot denied escaping it from the human behavior and it can support the administration to eliminate the administrative corruption and violation of

principled values, and ideological goals (Chandio, et al., 2019; Dahl, 2018; Hassan, 2015). Besides, the development of skills cultivate the political and administrative officials to create an effective use of time to obtain the organizational set goals and it can materialize the capability, reduce workings, and public policy making and implementation complexities (Cupps, 1977). Administrative morality is an effective determinant to sustain the right track of public administration in the way to mobilize the culture of administrative accountability in the public offices and motivate the citizens' confidence and participation in the public affairs. The significant role of a public administrator is to bring the complex issues towards the consideration of public and manage public meetings, create discussions, delegate, and add the experience in policy making and implementing due to their deep proximity of work atmosphere which assist to encounter the administration concerned issues in an appropriate means (Liao, 2018; Krane, 2015).

Communities across the world possess the distinct social, political, economic conditions, and political environment and system deeply impact the administration accordingly. Hence, it remains difficult to interpret, comprehend, and analyze any government except to maintain the consideration the concerned issues (Bojang, 2018; Güneş, 2009). Through a historical witness, Pakistan applies the social, political, economic, and cultural traits of Islamic nature by means of its ideological claim but it always questioned to achieve the dream of good governance and a welfare public administration. Despite of a long administrative journey and adopted concept of good Pakistan borrows the colonial administrative culture as the result the westernization impact the whole public administration (Chandio, et al., 2019; Jabeen 2004; LaPorte, 1981). However, the prevailing state of affairs concludes that Pakistan failed to achieve the promised aim to make the land a laboratory to observe the Islamic principles in the each institution of life. The government at all level requires improving the administrative operations and tackling the concerned issues in the public administration in an academic and non-academic perspective in order to earn the public trust and ensure the provision of promised essence of an Islamic welfare state.

In a famous publication of Dwight Waldo in 1968 by named *Scope of the Theory of Public Administration* represented the identity crisis in the public administration whereas similar opinion also materialized by Lorenz Von Stein a German origin scholar to delineate the public administration in a recognition to acknowledge it as a worst studies of all others because of its complex nature and concept. The materialized claims are in progress to be seemed as the identity crisis to sustain the existence of its validation till date and the speedy growth and development materialistic culture and globalization also multiplied

the issues to be faced by public administration. The considerable issues rely on the intellectual crisis to encircle the scope, limitation, object, methodology, and theory of the debate (Bojang, 2018; Rutgers, 2010; Şaylan, and Sezen, 2000). In a viewpoint of the Waldo (1968) public administration and its discussion can be afflicted with problem in serious due to differing and complex in meaning as presented in its phrase and understood (Waldo, 1968). Public administration faces the suffering like other disciplines in social sciences because of its definitional vagueness, complex concept, intellectual crisis, complexity in its phrase, survival of its disciplinary status and its abstract nature (Bojang, 2018; Ostrom, 2008; Lan, and Anders, 2000; Waldo, 1968). Besides, the complex concept and abstract nature of the public administration the scope and theory of the discipline is under the debate and contradiction among the practitioners and scholars similarly.

In a context of Pakistan, issues public administration come to highlight its subject matter, scope, administrative challenges, theory and practice barrier in the administrative system of the country. It is critically evaluate and assess the gravity of problems to be faced by public administration in Pakistan whereas the limitations of the current study also support the historical development of public administration in the country and it also focuses the academic and non-academic problems. In an academic perspective, public administration loses the originality to be recognized as a management degree and deep proximity and integration with business administration in which teaching staff belong to other field of study like business, political science, and economics are the part of public administration (Jabeen, 2004). Moreover, discipline failed to achieve the status of a perfect discipline like it secured position in the developed western communities due to gulf of political and bureaucratic perspective implanted in a state of bureaucratic authoritarian system and increasing population and private sector expands the scope of the Business administration which made public administration at its decline and a position to make efforts to its survival (Jabeen, 2004). There is very complex scope and nature of public administration in Pakistan where an intermingling of policy making and implementation sustains the due position with a long history and it also suffered the academic discipline due to scarcity of intellectual development and growth (Hashmi, 1989).

The law making failures empowers the military and civil bureaucracy to prevail over government and subdue the political institution which results to vitiate the welfare and concept of good administration. Likely it is argued that the failure of whole process of good governance also an outcome of dysfunctionality of public institutions to impact the efficiency and effectiveness of administering public affairs in Pakistan (Kamal, and Batool,

2021). It is contended likely to highlight the occupation of the civil and military bureaucracy the influential and significant positions in the political arena in Pakistan whereas the rigidity in the military and civil bureaucracy face the constraints to public policies to be carried out (Khan, and Rehman, 2021; Usman, et al., 2021; Jabeen, 2004; LaPorte, 1981). Public administration is based on the other subjects and its discourse follows the political, sociological, organizational theories and paradigms which further worsen the discourse of such intellectual crisis. As it is observed administrative system in Pakistan comes under the jurisdiction of multi-dimensional aspects and influence of Islamic principled rules of governing and colonial rule and its administrative culture is also influenced and assimilated antiquity culture and practices of Indus Valley Civilizations that inculcates the Maurya, Aryans, Greeks, Delhi sultanate, Moghuls, and British

METHODOLOGY

The study based on the exploratory methods and follows the secondary sources for data collection in which various articles and books preferred to support the research and the research applies initiatives to represent the research in a Pakistan context. Moreover, researcher reviewed the articles up to date in which current touch maintained to highlight the issues and consideration of public administration and a complex concepts and literature also brought in light discussion in the study. In this scenario, academic and nonacademic significance and issues relating to the discipline materialized and the prevailing study represents in a descriptive means to chart the issues and considerations relating to public administration. The nature of the study was based on a qualitative method in order to authenticate research objectives on a review of the literature

RESULTS AND DISCUSSION

Results

The phase IV or stage of crisis of identity of public administration prevailed in (1948 – 1970) and the publication of Trends in the Theory of Public Administration” (1950) assessed theory of a public administration in our time is the theory of politics. In the contemporary era of human civilization each discipline has undergone series transformation which equally affected the natural and administrative science. The tremendous shift of the social, economic, technological, political, and environment transformation impact the prevailing path of notion that allows the implications on the administrative mode of the contemporary state. Traditional hierarchy in public administration remains unfavorable to meet the terrific issues in the days of scientific age and

era of enlightenment (Brian, et al., 2013). The traditional model of administration encompasses the control of political leadership and strict hierarchical nature of bureaucracy, administrative elitism which require public sector reforms (Hughes, 1998). Public administration and its identity crisis cannot be confined to Pakistan only whereas it occupies a global concern.

In a historical development of public administration in the subcontinent possesses the phases as the 1857 war of Independence became a turning point in the each institution of life in the region as in public administration sustained position on the basis of the division of region by British government into various regions in order to administrate it in an effective and efficient means which highlight the inception of colonial administrative system that also remained an integrating part of public administration after its independence. In this scenario, initial designation of civil service in subcontinent was structured by East India Company and the mercantile service remained early initially and later followed the imperial service employed by the company which charged on the basis of colonial rule. The administrator in the colonial rule in the subcontinent follows the hierarchy under the higher and lower employees (covenanted and un-covenanted employees) and the Indian civil service organized under curtailed principles to meet an employee to be characterized by integrity and ability (Philip Woodruff, *The Men who Ruled India*) and the salary and wages encouraged according to responsibilities and encounter any unfairness of earning. Pakistan gave birth under the collapsed condition which also became the impacting factor on public administration to confront the challenges lack of professionals in administration.

This study reminds to be divided into two sections as the first section explore the historical development of public administration in Pakistan context and highlight its issues and the Pakistan's administrative system claim to adopt the Islamic principles of public administration and western administrative rational approach. Moreover, administrative system and political culture of Pakistan can be linked to be inherited to Britain colonial rule. Secondly, this paper encircles the issues relating to public administration in its literature, complex concept and nature, administrative challenges, and bureaucratic flaws and impacts of contemporary globalization on the public administration.

Increasing population globally impact the public administration to manage the public affairs and achieve the organizational objectives in an appropriate means. In this way, questions arises and issues erupt as the volcano to deal the affairs in a possible means and the implementing the public policy based on the increasing demand of resources and administrative infrastructure to meet the posed problems in future also require an advance research, sue of

technology in the public sector sphere, implementing the administrative morality to control greedy and dynamic nature of man to violate the administrative values at the altar of one's vested interests. The crucial time prevails in the favor of public administrators to analyze and comprehend gravity issues concerned with administration and create an intellectual approach in the way of adoption of innovative theory and practice.

The problems relating to contemporary public administration usually faces to operationalize an effective and efficient administration which enlisted as below:

- 1) Administrative corruption
- 2) Transparency fluctuations and violation of the culture of administrative accountability
- 3) Negligence and slowed acceptance of innovative technological use in the public sector organization and poor service delivery.
- 4) Wastage and misappropriation of resources
- 5) No participatory and training to local government communities
- 6) In adequate participation of citizen and access of technology at grassroots level
- 7) Rampant illiteracy and people unawareness to their rights to public administration
- 8) Dynastical politics and bureaucratic jump into political atmosphere
- 9) Diversity in the public policy making in each elected government
- 10) Military interference into civil administration
- 11) Lack of rationality, racial discrimination, and prejudice and biased approach
- 12) Bureaucratic flaws; self-aggrandizement, red tape, unresponsiveness

In order to be effective administrators in the 21st century, public administrators must observe past mistakes and develop new, innovative approaches to significant issues in the public policy arena. The new demand of ever increasing and changing populations requires us to do so.

Development and Reforms of Public Administration

The role of administration is an undeniable fact in the birth of an organizational life and emergence of human civilization and it results to contemporary government institutions and organizations, run the vast empires and perform all executive functions (Kuhlmann, et al., 2021; Popescu, et al., 2015). Administration encircled the services to sustain and give birth to the social relation, social classes, and communities and it produced numerous organizational structures and goes to highlight the historical perspective by Neolithic age in which social organization originated and public administration

maturity materialized in the modern state system as travelled a long journey in the form of ruling notions of the present civilization (Popescu, et al., 2015; Spicer, 2004).

The recognition of administration is accepted as the soul of human civilization and defines as the life line of the extant development of each institution in this physical world. According to Prof. W.B. Donham at a condition a civilization goes to fail that will be because of an administrative breakdown and it is argued that the inception of public enterprise highlight the continuing long-term movement to follow a broadened historical background (Spicer, 2004; Robson 1948; Burnham 1942). Likely, it is argued the vitality and significance of public bureaucracy (government officials) begins its journey around a generation previously and it will occupy a certain due place in near future (Schumpeter, 2013).

Public administration accepted as the discipline of management in Pakistan and it is suited in both professional and academic ground. The bureaucratic ashes were borrowed from the colonial rule and alien culture that was never perceived to match it with the promised ideology of the state and the government system in Pakistan also a foreign nourished blessed entity (Jabeen 2004; LaPorte, 1981). There is massive and influential impact of the British made procedures, rules, organizational behaviors, and structures because of a long administrative journey in the region (LaPorte, 1981). In Pakistan administrative culture is also influenced and assimilated antiquity culture and practices of Indus Valley Civilizations that inculcates the Maurya, Aryans, Greeks, Delhi sultanate, Moghuls, and British. The colonial borrowed administrative experience and nature of bureaucracy is highlighting the impact in the way of revenue collection and preservation of elite class in the bureaucracy of the country in order to benefit the locals except any resistance and survive law and order and designed the principles of public administration on basis of their sole motive.

The administrative division of Pakistan categorizes into Punjab, Baluchistan, Sindh, KPK, administrative territory of Northern Areas (Bilgit-Biltistan) and a territory of capital (Islamabad). Public administration faces the multidimensional issues in the form of concept of bureaucratic aggrandizement, misuse of power and administrative authority, short term social equity, poor reinvigoration and modernization of the public services, outdated and alien administrative culture which requires the effective measures to meet the promised welfare state as it became the cause of its inception. The tremendous shift of the social, economic, technological, political, and environment transformation impact the prevailing path of nation that allows the implications on the administrative mode of the contemporary state. Moreover,

adoption of culture of administrative accountability, eliminates the bureaucratic flaws, and prepares trained and administrative ethical designed officials in the country and the prevailing study recommend the administrative reforms.

The adoption of training and development can transform a public servant to enhance the service and meet the compromised results of an organization. Moreover, removing of impediments of periodical training and assessment of public servants, ensure the timely reward in the form of financial and non-financial from, and encourage the officials to be equipped with modern technology can assist to mobilize an speedy service delivery and sound and welfare oriented public administration. Administrative ethics is an integrating part of an administration and it remains the central concept of public administration to introduce the administrative ethics and recruit the right person at right place and urges to set free the incapable ruler, administrator from the authority that may jeopardize the interest of collective life. Public administration requires a strong hierarchy (based on authority, rationality and impartiality) and ethical nourishment of administration who implement the essential ingredients of the state law with the public and citizens participation.

Establishing the administrative courts can support the administrative accountability in which public officials can be held accountability of their deeds to lead a successful public administration. Accountability and transparency can be the unique the tools to materialize an efficient and a welfare oriented public administration that become an ultimate reason of an effective service deliver and good governance. Sustaining and managing technological use in the administration can meet the contemporary needs, competition, and challenges. The adoption of information technology in public administration can assist to carry out the government transaction and service delivery safely and it can reduce the administrative accountability avoidance, corruption, and violation of transparency, hard task of citizens' accessibility to administration and significance of technology in the decision making also accepted across the developed communities of the world. Public administration is standing on the verge of decision to become a discipline in the days to come and it face the multiple and diverse nature of issues relating to its scope, definition, different contradiction of the approaches in the discipline and limitation. The exclusion of normative ethics, politics and administration dichotomy, and assessment of human nature concerning the accountability and transparency and decision making capacity still remain the real challenges to be faced.

Trust is the major factor to earn the public confident and participation in the state affairs and except the citizens' satisfaction and reliability of their

speedy accessibility to service delivery approach and cheap justice and emancipation of the sense of discrimination can assist them to eliminate the hesitation to meet the rights and arise the voice for his/her participation. The reforms in the administrative machinery in the country came in mobility in the form of the five years plan since 1955 to 1960. Moreover, public administration in Pakistan requires the advancing and protecting the democratic institution, strengthening economic and social development in the country, keeping the military interference into civil administration at the shore, sustainability of a confident environment for good governance, developing new public management approaches, sustaining individual's relation with meaningful work, and managing the changes of technology in the public sector can support to meet the set goal of a welfare oriented public administration. In addition, the existing century warns to develop and ready public administrators to be trained under the jurisdiction of Islamic principled public administration, globally skilled, and ethical designed.

Giving popularity of the use of information technology in administration and launching the Pakistan Citizen Portal can ensure an easy accessibility of public grievance. Promoting the literacy can make the citizens capable to use the technology and secure the benefit to electronic governance in Pakistan and they enlighten themselves relating to rights and position in the society. An effective decentralization and applications of openness mobilize a speedy transition of public benefits to citizens. Implementation of governance based on the public traits occupies a significant impact to perceive the values of decentralization, innovation, and openness and it ensure the proximity between the state regulation, and collective responsibility of all individuals (Asgarov, et al., 2014; Bugaric, 2004). An observation produce the look on the developing nations envisages in the way of decentralization reforms goes to unmatched with Pakistan (Aslam, 2019).

The use of IT applications to government can play significant service to public administration features and can produce the impact on the government to carry out the set goal of management and public policy and public service activity to be carried out by trained professionals (Margetts, 2012; Bretschneider, 2003; Willbern, 1958). Controlling the wicked issues to administration and policy by monitoring the limited the opportunities and process submission can produce appropriate input to achieve and efficient output. In the research perspective, development of knowledge in order to interpret the multifaceted causality and issues, producing self-awareness of public administration practices require to advance the theory and practice of public administration. Participation of citizen implies a positive dimension to produce good governance and a welfare administration to facilitate the

residents to share grievance in which electronic participation must be given priority and researchers support the public participation research in the government affairs and the limitations, scope, objectives, and styles of participation must be designed by administrators (Milakovich, 2010; Cupps, 1977). In the modern sphere of execution, it possesses parallelism with the development of the interventionist welfare state, gradually and repeatedly expanded its scope and territory of influence and functions.

CONCLUSION

Public administration laid the foundation of its inception based on other subject, faced the challenges relation its literature, scope, definition, and borrowing the ashes of other disciplines to materialize the building blocks of the discipline. It meets the hard task because of the rise of emerging technology, ne managerial techniques, poor literature and service on the science of policy making, and implementation, different culture and impacts collide with the domestic values of a state, borrowed administrative and bureaucratic culture, and tug of war of century regarding the politics and administration dichotomy. The adoption of ICT use in the contemporary public sectors, improving the administrative accountability and transparency, motivating the advance the research on public and administration and bureaucracy to match with Pakistan's arena, prepare the trained and well educated administration and informed citizens, and encouraging the new public administration can prove to be a great advantageous to public administration in Pakistan

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