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A DECADE OF PUBLIC ADMINISTRATION

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บทคัดย่อ

บทความนี้มีวัตถุประสงค์ : 1) เพื่อศึกษาวิวัฒนาการรัฐประศาสนศาสตร์ที่ศึกษาในมหาวิทยาลัยไทย 2) เพื่อชี้ให้เห็น MPA ซึ่งเป็นวิชาชีพซึ่งสภาองค์กร USA ออกกฎหมายยอมรับในปี 1983

หลักการนำเสนอ 4 ประการ 1) การวิวัฒนาการรัฐประศาสนศาสตร์ไทยยุครัชกาลที่ 5 ทรงเปิดโรงเรียนข้าราชการไทยและรัฐประศาสนศาสตร์เป็น 1 ใน 5 คณะของจุฬาลงกรณ์มหาวิทยาลัยในเบื้องต้นและภายหลังได้ไปรวมอยู่กับคณะนิติศาสตร์ กระทรวงธรรมการ 2) การร่วมมือระหว่างมหาวิทยาลัยอินเดียน่าและมหาวิทยาลัยธรรมศาสตร์แล้วย้ายไปตั้งคณะรัฐประศาสนศาสตร์ที่สถาบันบัณฑิตบริหารศาสตรพร้อมกันนั้นได้นำเสนอ 6 กระบวนทัศน์รัฐประศาสนศาสตร์ตามทัศนะของ เฮนรี นิโครลาสและรัฐประศาสนศาสตร์ในยุคใหม่ตามแนวคิดของ Osborne .A. & Gaebler (1992)

บทความนี้นำเสนอองค์ความรู้ 4 ประเด็นคือ 1) รัฐประศาสนศาสตร์แบบดั้งเดิม (1788-1960) 2) รัฐประศาสนศาสตร์ใหม่ที่ได้ประยุกต์ใช้ ICT และเชิงปริมาณเพื่อสนับสนุน NEO-Public Administration (1961-1985) 3) Osborne .A. & Gaebler (1996-2006) ได้นำเสนอการบริหารแนวใหม่ซึ่งสอดคล้องกับการปฏิรูปการบริหารของรัฐบาลอังกฤษ, นิวซีแลนด์และออสเตรเลีย 4) Janet V. Denhart and Robert B. Denhart (2007-2017) ได้เสนอรัฐประศาสนศาสตร์ยุคใหม่ New public management และ New public services ซึ่งสอดคล้องกับองค์การสหประชาชาติที่สนับสนุนการใช้คำว่า public management บทความนี้เสมือนส่องกระจกดูภาพรวมพัฒนาการรัฐประศาสนศาสตร์ในยุคโลกาภิวัตน์

คำสำคัญ: กระบวนทัศน์รัฐประศาสนศาสตร์แบบดั้งเดิม, การจัดการสาธารณยุคใหม่, การอำนวยความสะดวกสาธารณะ

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ABSTRACT

The objectives of this paper were 1) to study the evolutionary development of studying public administration in Thai University 2) to present the MPA that was accredited by American Congress.

Four issues were: 1) the evolutionary development during the period of Rama 5, who established the school of civil service and Public Administration was one of the five-faculty of Chulalongkorn University ; This faculty had merged with faculty of law, Dhammagarn Ministry, 2) the joined program of MPA between Thammasat University and In Indiana University then, this MPA program had moved to join with national institute of development administration (NIDA) and also the writer presented the six-paradigm of Henry Nicolas and new public administration, according to the concepts of Osborne .A. & Gaebler (1992)

Four body of knowledge was presented: 1) the traditional public administration (1788-1960) 2) new public administration according to American concepts, during the year (1961-1985) by applying ICT and quantitative Method to MPA 3) Osborne .A. & Gaebler (1996-2006) presented new public management that supported the reform by British, New Zeland and Australia government 4) Janet V. Denhart and Robert B. Denhart (2007-2017) presented new public management and new public services, and the term Public Management was used by United Nations. This paper was similar to a mirror to shine to see overall the picture of public administration globally.

Keywords: Old Paradigm of Public Administration, New Public Management, Public Service.

Introduction:

A decade of public administration in this paper refers to the context and the substances of public administration during the range of the present ten years (2006-2016). The content of this paper refers to how the development of both theory and practice in this field. This paper briefly concentrates on an old paradigm of public administration then follows by new public management and new public services respectively. Since, the old paradigm of (PA) emphasizes on process model by focusing on regulatory process, laws, rules, top down policy, and hierarchy of command, authority and also the movement of public administration. Public





administration in Thailand is also mentioned, while new public management concentrates on the result base, a market model and entrepreneurial spirit. However in able to understand the movement of public administration clearly the writer will present the works of Henry Nicholas (2010) on his six paradigms of public administration in United States and also the theory, and practices of New public management, (NPM), and New public services by Janet V. Denhart and Robert B. Denhart (2007) (NPS) will also be presented.

1. The Meaning of Public Administration:

Boonton Dockthaisong, 2000 Gives the meaning of PA that [“RAT + PRA + SASANA + SAT”], Rat = people, Pra comes from Pali language (PRA) means integrated all , Sasana means the best, and worst principles, teaching, helping, ordering, commanding, guiding, telling and even punishment, were taught to the publics. Then all words are integrated to Public Administration while Sat, means the body of scientific knowledge application.

The Royal Academy Dictionary (2542/1999: 941) gives the meaning of Public Administration that the “national administration and governing to achieve the outcome in according to the policy of government, to have efficiency and economizing, (Rataprasanasat = Karnborihalachakampandin) or the study the government policy and the implementation to prepare civil servants for working in public service. (Paul H Appleby (1947), defines, public administration as public leadership in public affairs action, while Gordon Clapp (1948) has said that the chairman of the Tennessee Valley Anatomy, defined public administration as related itself to the concept of justice, liberty and full of economic opportunity for human beings, thus (PA), concerned with people, with ideas, with things. In the same time, David H. Rosenbloom et al., (2015: 4), stated that the meaning of (PA) are 1) Public Administration is the action part of government, purpose and goal which the government has realized, 2) it concerns with the means for implementing the policy values. 3) to identify with the executive branches of government 4) Public Administration consisted of actions involved in effecting the intent or desire of government concerned with carrying out the law, that passed by legislative branch and interpreted by the county, through the processes of organization and management 5) Public Administration is a cooperative group effort in public setting 6) P.A. covers three branches, executive, legislative executive and judicial power





and their interrelationship 7) has important role in the policy formulation, of public policy: it is different in significant with the private administration, while Boonton Dockthaisong (2016 : his opinion) said that we used the same objectives and principles of private management, but the focusing is different between the benefits of public sector and the benefits of the private sectors .

According to James D. Carroll Alfied M. Zuck (1887)⁴, regards public administration as specific drawing on democracy that link with the executive branch. The most up-to-date of giving the meaning of public administration by the national education statistics (NCTS), in the United States has defined public administration as “A program that prepares an individual to serve as managers in the executive arm of local, state, and federal government which focuses on the systematic study of executive organization and management, Including the instruction in the roles of development, and principles of public administration. The management of public policy executive-legislative relations; public budgetary processes and financial management; administrative law; public personnel management; professional ethics; and research methods (Henry Nicholas, 2010).

2. Academic Movement of Public Administration in Thai University:

The King Chulalongorn, Rama (V) introduced the modern reformation who established the civil services school in (1898 and then in 1916), Chulalongorn was established, therefore one of the five – faculty consisted of public administration then (PA) was incorporated with faculty of law and political science at Chulalongorn University, in the year of 1917, CHulalongorn University was established the campus in the reign of King Rama VI, after that the faculty of law and political science, then have moved again to (Moral and political University, in 2476: or Thammasat and Ganmuang). After that Indiana University and Thammasat University have established, a joint MPA English program, at faculty of political science, then in the year of in 1955, the school of public administration has moved from Thammasat University to establish at National Institute of Development Administration, in the year of 1966. That MPA was studied at Thammasat for 11 years. Then it becomes one of the well-known schools at National Institute of Development Administration, (NIDA), in line with the government policy in those days. At first NIDA has four – schools, and one executive training center and research and development.





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Knowledge diffusion:

The role of knowledge diffusion has transferred the faculty of public administration from Chulalongorn University to Thammasat University. Then public administration program was Trans fessed to school of public administration, (NIDA), so public administration was very important to all Thai ministries in Thai bureaucratic System. On the past government, up to present government, both used the training of law to be administrators who manage Thai's bureaucracy. They focused on law and political science, to become the Bureaucratic administrators for example, the First choice degree for administrator's who work at the Ministry of Justice, Interior, and Labor industry. Agriculture industry of Social development, human security and other departments of the public, private, NGO and independent organizations, used Lawyers and political sciences as a person who administer the public affairs, thus they are regulators and power minded that tempt to use coercive power. They prefer to use an authority to services. However, the power using is their mentor norm. Now public administration has come to Thai University for 60 years, as a learning system. This Program was flourished and become a core of administrators who are working and teaching with the old paradigm of law as regulators process of old law, then it becomes a red-tape and political science has produced a conservative mentors, in public service, then thus, those said law and political mentality of Administrators must be replaced by New public management and New public services which was suitable for the new generation to use in the period of digital development of 4.0, which the use of modern disruptive technology in digital economic of industrial development.

3. Public Administration: American Model:

During 1900, there was an industrial revolution in Europe and United states which followed by the administrative movement, that has brought about the new movement to the new type of industrial management, in dealing with global changing public, private and NGO's sectors. There are three great movements such as, the first group deals with public sector as Woodrow Wilson (1988), the father of public administration and Max Weber (1946), the father of bureaucratic model, as the second group was the management movement who were the leaders from engineering, as a factory's manager such as, Frederick Taylor (1911), the father of scientific management and Henry Fayol, the fourteen principles of management.





While the third group was the organization theories, who are interested in human behavior, as Mary Parker Follett (1941), who stated about the importance of group in group and group dynamic, later, the school of human relation was established by Elton Mayo (1930).

4. The Contemporary of Public Administrators:

The public administrative scholars, who contributed to the field of public administration, such as Luther H. Gulick and Lyndall Urwik (1937), who authors the papers on the science of administration, which he reported to the president Franklin D. Roosevelt, a president's committee on administrative science. He presented the seven principles of public administration, as P = Planning, O = Organizing, S = Staffing, D = Directing, CO = Coordinating, R = Reporting, B = Budgeting [POSDCORB], and Chester Barnard (1968), who presents the functions of executives, and follow by Herbert A. Simon who critiques the field of PA, that the public administration field was lacked of quantitative measurement, he authored the administrative Behavior, (Simon: 1947), at University of Chicago. He proposed the two clustering of the principles of management, as program and non-program, he said, public administration was not able to quantify, it was as a proverb. This was a development and argument of P.A. in this time of movement of the development period.

5. The First MPA Takes Place in USA :

The public administration was born from Garbage-Can and the conflicts between the public administrators who oversee the policy implementation with the politicians, who have the position to make policy from election. The problems of corruption and as ineffective services to public were the main issues. Aside from the works of Wilson's formative essay on public administration, he presented the intellectual ground of Public administration. And it was very important movement of the group of reformists in public service management by the Millionaire, John D. Rockefeller, who donated the money to the New York bureau of municipal to do a research and to find out the answer of the administration problems, in the municipality, in New York City, in 1906. This was a first think tank to cope with administrative problems. The basic questions of those days were what and how public administration should be? after that, in 1916, the New York municipal bureau has established the training school for public administration, so, the national first





trained crops of public administration was granted which it seems that, there was an attitudinal change, in all party concerned. In 1928, there were over 74 municipalities in New York cities have undergone their independent research and increased in USA and abroad, through the year, 1940. (Henry Nicholas, p35)

6. The Six Paradigms of Henry Nicholas are as Follows:

1. Paradigm (I): the politics and public administration Dichotomy, 1900-1926:

The functions of government, according to Frank J. Goodnow (2009: 28), stated “politics was the state Will of policies. Administration was the execution of policies. And also Leonard D. white (1926) publishes the introduction to the of study the first text book of public administration. He cited that politics should not intruded in line of public administration. While Woodrow Wilson (1887), was the first who advocated the politics and administration dichotomy. As so W.F. Willoughby, (1927) authored the second book of public administration and the principles of public administration was supported the concept of dichotomy between politics and public administration and states that public administration was a value-free which used the principle of science in public administration.

Paradigm II : Principles of public administration 1927–1937.

According to W.F. Willoughby (1927). Who authored the second book of public administration, which stated that public administration would be effective of learning, if applied the scientific principles of administration. This period, the status of public administration was soared, or a reputational zenith. It was the period of clearly understanding the meaning of public administration, thus, the professional associations of employees have grown up. The city and the government have asked for advising from the public administration community to help solve the problems. Then, public administration become a favorite field for graduates to enroll to study; at the same time, Luther H. Gulick and Lyndall Urwick (1937), has presented “POSDCORB”, as so Chester Barnard (1938) was presented his function of executives to this field; anyhow the principles of public administration was criticized by Herbert H. Simon (1947), that PA was lacked of and weak in quantification, it was as a the old order of using imagination and proverb for decision making.





However, Simon has presented his program and non-program for decision making process, there was a long period of struggling between the public administration and political sciences. By the end, (PA) was classified as the sub-field of political sciences. There was debated between the identity of politics and administration from 1930-1940, so, the academies were divided in to two camps, pros and cons. While Mosrite Mark (1946). Strongly supported the dichotomy of politics and public administration, it seemed that the journal of political sciences are increased in publishing to state that politics has the relationship more with people, populism, loyalty to the mass and ideology toward the people. While the opposite opinions, were debated back and forth, thus public administration has claimed the hierarchy of command. It was a professional by not involving with any political party. It was neutrality work to carry out the policy implementation to service the Public affairs.

Paradigm III: public Administration was the Political sciences (1950-1970)

A new re-definition as the locus was treated as principles in the field and Focus was a specialization of the field in Public Administration. Politics has lost her focus on specialization when ask the question and how the Politics has been done to the budgeting process and personal policy, in the field of political sciences. The answer was not much. In the year of 1962, the Association of public Administration (ASPA) has supported by Ford foundation, a half million dollar, to research on the comparative study of PA to promote the field of development administration for the third world. (Henry Nicholas)

Asian Institutions have established the program of Public Administration in the first batch at the University of Philippines then; it come to setup in school of public administration (NIDA) and operated her Ph.D. in English as Development Administration Degree. Even though, the Public Administration was born in the home of Political Sciences which advocated the democratic systems, citizen participation, that recognized the human right, and the equality among Law, but there are big questions that how does the Political Sciences promote the performance and skill on those said. The answer was not much. Public Administration was applied knowledge to practice and to service the publics, which was opened the gate to business school. Even though, this period, Public Administration was still in the cage of Political Science. (Henry Nicholas).





Paradigm IV (1956-1970): *Public Administration as Management*:

The American Academics emphasized public administration as the practitioner oriented. After the Second World War. The public Administration has built up their own theory and research to seek for wisdom development. The foundation for analysis in this field was to support the government performance. in the midst of 1970, the study of Comparative Public Administration was not well recognized, as the central core of public administration, therefore American students were declined to enroll in comparative study of Public Administration, while the general management and management science have come in line with public administration, that concerns with the Locus and the Focus of P.A., Thus, experts have emphasized using the techniques and modern tools to include in PA, then public Administration has developed to teach as Business Administration. In the year of 1956. Where Administrative Science quarterly has published the Public Administration to include the Public, Private and NGO. Then the public administrators was emphasized the using of organization theory as the core field of Public Administration.

In the same time, Public Administration accepts the principles of entrepreneurship and generic management, including the epistemology to the field. In 1960, the institutes both publics and private have established the business school dealing with entrepreneurship of economics, public administration and sociology. In the year of 1950, the generic management institute such as Johnson Graduate school of management has open Public Administration and Business administration at Cornell University. There were three model of school of management program that offer the degree of MPA, MBA, GMM management model (1960), which integrated the public administration and business together, in line with the concept of Woodrow Wilson (By the year 1965). The political scientists have changed the academic attitude and opinions, which was amazing that the public administration has developed as a science of management and pervasive more than political science. (Henry Nicholas: Ibid: 38).

Paradigm V (1970): Public Administration was Public Administration:

The National Association of School of Public Affairs and Administration (NASPAA) were established in 1970. It has composed of many colleges and Universities which were operated, in the field of the Public Administration. It was proud and





prestige's in the program and feeling glorious at heart with sharing the trusts and confidences which was given to the program. The establishment of graduates in public administration program in 1958 which was a small numbers of MPA, but in the year of 1970, then the graduate program was double increasing of numbers of graduates; it was due to the recognition of the US congress to be a professional authentically, In 1983 (a formal professional accrediting agency for master of public administration, which was officially a national record). It was high esteem program that the graduates were increased, however, the MPA program was established in Universities worldwide, and was freestanding schools from political school, since then. Public Administration was grown up and shining, as the full moon in the darkness night. It was glorious field, which it was owe to the movement of James E. Webb, (1961-1968), who has seen public administration was important as NAS; (The National Academy of Science (NAS)) and he was a person, who has let a movement to bring about the MPA in USA to accredited by the charter of congress. It was the first and only social sciences was recognized and accredited by American Congress as a professional degree (Boonton D. 2012). This period, the old paradigm of public administration has shifted to use the name of New public administration from the 4 decade of 1975 to 1985, which called new PA was coined by American scholars, which was the in search for New cost- effectiveness and looking for her identities by adding up in using quantitative and new technology (Boonton Dockthaisong, his opinions) has read from public administration. Since period of 1887 – 1900 of public administration to the year of 1990 up to 2016+ were classified in to 4 waves of paradigms by public administration development; which classified by (Boonton D. 2016) such as.

1) The traditional paradigm wave 1, public administration during the year (1900 – 1975)

2) The new traditional paradigm wave 2 called New public administration during the year (1976 – 1989)

3) Neo New paradigm wave 3 which was used the term of new public management by USA, England, New Zealand and Australia, since 1990, up to 2000, even U.N. has used the term public management, it is the heart of public administration (Boonton D., 2014)

4) And the last decade of public management has focused attention on wave 4 new public service management 2000 – 2016+





Paradigm VI: The New paradigm of Public Administration was Governance

In the year of 1980, the signal of change becomes a new dimension. The three waves of the change are democracy, Devolution and Globalization of term. These three waves have brought to a great changing to public, and private sector. The role of technology, international company, internet of things, social media, freedom in tourism were challenged to the traditional Power by searching for the save-method for streamlining, fast and rapid method, downsizing or right sizing, by using the business concepts of management-style as deregulation (ลดขั้นตอนทางกฎหมาย), Relinquishing (การปลดปล่อยอำนาจ) of the traditional power, that has challenged by ICT, people grouping, private sector, public civil services, social media, and customization and followed, by redefinition of the new administration by using less power, and short command, to emphasize the importance of partnership, collaboration and empowerment to subordinates and encouraging competition, and building up the motivation, in working and linking social-net (Henry, Nicholas 1995 : Ibid: p.28). The new management has come to replace the public administration, (from PA to PM). The new form of government will face with political pressure from both inside and outside. The economic power will become the highest role to keep the pendulum of power and security to the nation through-out the Globe. The new administrators must have the vision of the new world. The diversified culture will be reduced by the role of digitization. The administrators have to prepare to face with the futurism. The human capital, Finance, Energy, Technology, Aging and Climate change must be well prepared to counter with the rapid changing in globalization. (Opinion: Boonton Dockthaisong, 2016)

In this new period which the academics have searched for the new dimension of public administration, including the works of (Henry Nicholas). The six-paradigm is classified as NPM so, it seems that there are two fronts of NPM, one front is originated from three OCED countries: The United Kingdom, Australia and New Zealand have become the leaders to implement the major reforms in public management (Ronicleanu refers to in, Van Mirerlo Maastricht, 2005), according to Van Mirerlo Maastricht, (2005). State that NPM has dominated public administration reform agenda of the most OECD countries from the late 1970, (Hood 1993, Pollitt, 1993, Riddey 1996 that referred form Van mirerlo, Maastricht, 2005 : 154).

NPM refers to cluster of ideas and practices, including reinvention and Neo-management as a core to use private sector and business approaches, in the





public sector (Robert B. Denhardt, Janet Vinzant Denhardt. 1999 : 549), as so, there was a debate on the run government likes a business, which sparks the president Clinton and Vice present AL Gore have to ask for how to make government better and cost less, while Osborne and Gaebler's (1992) proposed the reinventing government thus, NPM has the role of public administration as the new public management. NPM defies as vision, ideology and management techniques, by borrowing the principles from private sector for public sector (Hood, 1999, Pollitt, 1993; Ridley, 1996), while Stewart and Walsh, 1992, Walsh 1995, Flynn 1993) states that traditional public administration was replaced by a market-based public service management, which emphasizes managerial improvement, organization and managerialism, in the public sector. Hood (1991 and Mellon, (1993), have summarized NPM, as the business type managerialism, in private sector and freedom to manage. While Osborne and Gaebler (1992) focuses as said concepts as follows 1) decentralized government, more flexible, less layered forms of organization, 2) catalytic government (ผลักดันโดยรัฐบาล) steering not rowing 3) completion with in public service, 4) driven by mission not rules, 5) customer driven, 6) result oriented government, focusing outputs not inputs, 7) enterprising government, earning not spending, while Pollit (1994) states the NPM as follows 1) decentralizing, 2) breaking traditional monocentric bureaucracies, 3) market, fostering competition, 4) clearly separation between purchaser and customers 5) stress on equality, 6) performance target, 7) cites as capping/ fixed budget, 8) downsizing, While Hood, (1994) stated, as follows 1) hand on professional management, 2) shift to desegregation of units, 3) greater completion, 4) private sector styles, 5) greater emphasis in output controls, 6) explicit standard and measure performance, 7) discipline transparent, changing employment relations, 8) deregulation of the labor market and he says prevention is better than cure (Van Mierlo Maastricht, 2005 : 155).

According to David H. Rosenbloom; (2015:15) referred to the managerial approach to public Administration at present, public Administration as management has divided in to two groups. 1) The traditionalists are being overtaken by reformers, called reinventing government (David Osborne and Ted Gaebler (1992:10)) 2) developing to the New Public management (David H. Rosenbloom,et.al; (2015:15)). This new concept of NPM was strongly supported by United kingdom, Australia, New Zealand and Scandinavian nations and the traditional approach of public Administration may be better for some factions as





Homeland security whiles NPM may be suitable for social welfare program (David Osborne and Gabbler. Lbid 1992: 15). Thereby the reform principles of Osborne and Ted Gaebler are : 1) Focuses on result 2) marketization 3) customer-oriented 4) steering, not rowing 5) Deregulator 6) employee empowerment 7) flexibility and addition to Osborne and Gaebler bestselling book in 1992, which vice present Al-Gore has reported by National Performance Report (NPR).1993 in principles as ; 1) From Red tape to results 2) creating government that works better but cost less 3) putting customer first 4) making service organization competed 5) or creating Dynamics market, 6) using market mechanism to solve problems 7) empowering employees to get consults 8) decentralizing decision making power 9) streamlining the budget process 10) decentralizing personal policy, streamlining procurement (ibid : 20-21). And the NPM reported that there can be a separation between politics and Administration and also Gore admonished that the performance review was not about the politics, he said, we could not imposed the government to clue business practicing as a permanent part of how government works (ibid : 21), when comparing the perspectives of public Administration with new public management are as follows :

Concepts	Old Public Administration	New Public Management
1. Values	Economy, Efficiency effectiveness	● Cost effectiveness ● Responsiveness ● customers
2. Organizational structure	Ideal typical Bureaucracy	● Competitive as marketing
3. View of individual	Impersonal case rational actor	● competitive advantage
4. Cognitive Approach	Rational scientific method	● Theory of organization management
5. Resources allocation	Rational (cost Benefits)	Performance based Market- driven
6. Decision making	Rational comprehensive	● Decentralized ● Cost minimizing
7. Government	exertion	exertion

Sources Robert B. Denhardt and Janet Denhardt (1996)





According Robert B. Denhardt and Janet Denhardt (1999: 589) stated about the new public service has the primary role of the public servant that was helping the city to articulate and meet their shared interests rather attempting to steer society rather than row as so Osborne and Gaebler (1992), has said “those, who steer the boat drive for more power over its destination than those who row it. That was shifting from rowing to steering then, it has left the administrators to in charge of the boat, choosing was its goals direction and giving them, to manage the power. The problem was, who own the boat”. Stivers (1994) answers that government belongs to people, then how to focus on new public services, these are his recommendations: 1) theories of democratic citizenship 2) models of community and civil society 3) organizational humanism and discourse theory.

Denhardt and V. Denhart (Ibid :589,1999) has compared the old PM, to NPM and NPS which are as follows:

Concepts	Old Public Administration	New Public Management	Now Public Service
1. Epistemological foundation	Political theory	Economic theory	Democratic theory
2. Rationality and human behavior	Synoptic rational administration Political definition law	Economic rationality economic man	Strategic relationality
3. Public interest	Politically definition, law	Aggregation dividable interests	Shard values
4. Public servants responsive to whom	Clients and constituents	Customers	Citizens
5. The role of government	Rowing and focus on single	Steering	Service alignment
6. Mechanism for achieving policy objectives	Administration program thru government agencies	Achieve policy objectives thru private and NGO agencies	Building coalition of public private nonprofits agencies



7. Approach to accountability	Hierarchical administration	Market driver	Multifaceted public Law, Community Values with law, community value political norm professional standard and citizen interests
8. Administration decision	Limited discretion followed by administrative officials	Entrepreneurs goal	Description needs but constrained and accountable
9. Organization structure	Bureaucratic structure top down authority control and regulation of clients	Decentralized public organization	Collaborative structure with leadership shifted internally and externally
10. Motivation basic of public servants and administrators	Pay and benefits civil service protections	Entrepreneurs spirit and reduce size of the government	Public service deserve to contribute to society

From : Robert B. Denhardt and Janet Vinzant Denhardt. *The New Public Service* : 2000, Vol. 60, No. 6.

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**Conclusion:**

The concepts of “in search for excellence”, reengineering, reinventing, and downsizing have to forward to service the people inclusively. The new concepts of innovation and visioning in the period of high speed moving world must be fast and smart. The privatization of policy of Prime-Minister Margaret Thatcher has stimulus president Regan to say that Washington was the real problems. During (1975 – 1995), the new public management by Osborne and Gaebler, who authored the reinventing government, which Janet V. Denherdt and Robert B. Denherdt (2007) have supported and advocated the new public management as the contemporary scholars. In 2016, the public management has develop the process of the national model to use 4.0 models. The computer I-Pad and Samsung were the central-network to send out the message thru-internet of things to link with the world. The internet of things which are the rising sun and also the nations as such as China, India, Korea and Singapore have become the full-moon of development nations. This was the result of their national developments by their smart democratic policy. The third rank of the economic growth was Japan (3) German (4) China (2) USA (1). And the young nations as South Korea and the bright-smart nation, as Singapore, are in the path of the highest of the national development, full of energy of capability, competency and potentiality which apply good governance and become a transparent nations, due to their top executives, who have the best mind and the best brain to drive off the bull head out of public bureaucracy, who hugged the old law, old concept (Elitist model) and focused only on the interests of “a few. They use military-style-power, plus kangaroo court, and old monopolized tycoons that have captured the power of government form the people. Therefore NPM and NPS will wither away of the conservative red-tape and the old guards, who hated to use the new disruptive technology, which means that the mode of production has changed completely to use the new era of industrial digitization. However, the public administration has to change the patterns of management to the fourth generation of industrial development in the period of national policy to move to 4.0. The old mentality of public administrator must be changed to cope with the transformation of disruptive technology, thus, the system of management of public administrator or the public services both public and private including NGO and independent organizations must be clanged, these of





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course, the public administration theory and management have to move to the fourth wave of paradigm shifted to the era of digitization in the Global-High-speed competition in digital economy in the model, 4.0 development.

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