

Public Organization and Management
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Lecture – 15
Environment of Public Organizations – V

Hello, dear learners. Let me continue the discussion on the environment of the public organizations. In the sessions so far in this particular module, we have covered the generic dimensions of environment, like technological, political, cultural, ecological, economic, and the factors like these on the functioning of public organization. In this session, which is a concluding session of this module, we are going to focus on the major environmental components for the public organizations other than that we have discussed in the previous sessions. Now, as you all know that the public agencies, organizations, they are owned by and funded by the government. which means that these organizations, they function under the political authority and works and operate without economic markets for the output.

And these aspects of public organizations operating without economic market outputs, I have discussed at length in the module 1, while I was making a distinction between public and private organizations. Now, management in public and private organizations. Now, in this particular sessions, first of all, we will talk about general values and institutions of political economy. Now, exercise of political authority in any nation, it depends upon and also is strongly influenced by the certain factors.

Now, these factors include political systems of the nations, the values of the political system of the nations, traditions and institutions which governs these institutions. So, we are to look at the exercise of political authority as an important factor in terms of impact of these factors in the functioning of the organization. Meaning, how traditions, the institutions and the values of political systems, they impact the functioning of the organizations. Let us first of all consider the role of constitutions of various nations across the world. The Constitution formally states what? The values, fundamental rights, duties and also establish some of the primary public institutions and rules for the governance.

That's what we are talking about. In terms of role of Constitution, if you look at, the role is to state values, establish some of the primary public institutional or in case of Indian context, we talk about constitutional bodies and also the rules of governance. Now, these values and the institutional arrangements, they influence values, constraints and performance criteria of the public organizations. Now, if you look at, you know, especially the Constitution of India which lays the framework that clearly demarcates the

fundamental political code, structure, procedures, powers, duty of the institution of the government and set out the fundamental rights and duties of the citizens. So, in case of the primary public institutions, I have just mentioned about role of constitution is to establish some of the primary public institutions.

Now, if you look at the primary public institutions in the case of India and as per the constitution, we mean constitutional bodies established by constitution of India. Some of the examples of these constitutional bodies include Attorney General of India, Comptroller and Auditor General, Election Commission, Finance Commission, Union Public Service Commission. Now, if you look at all these structures, procedures, powers, values, bodies and institutional arrangement, it very much influence the values and put constraints and performance criteria of the public organizations and agencies. now if you look at the uh you know constitutional provisions now constitutions as the supreme law they place various limits on the government and also guarantees certain rights to the citizens and the country that's what we have mentioned the constitutional provisions in terms of legislative and judicial development they places lot of limits on the government and guarantees certain rights to citizens Like, for example, provisions like equal protection, freedom of speech, expression, equal protection, right against the exploitation, all these structures, they have important implications for the functioning of the public organization. That's what we have said that if some action is to be taken against somebody, something has to be done in order to take care of what has been done in the organizations.

So, there are provisions of equal protections, due processes to be followed. Without that, you will not be able to perform your activities in a smooth way. So, if you deviate from these particular provisions, ultimately there are consequences that the public organizations have to face. For example, if you look at the administrative law, which is meaning the adherence to procedure in rulemaking, in this case of context of India, we have Right to Information Act, which provides information to the citizens, the citizens' charter, participation of stakeholders. So, what happens is these laws, they provide opportunities and provide some kind of opportunity the freedom to the people to gain access to the information and give them some kind of duties and responsibilities and there are rights according to which they can demand these kind of information from the public organizations.

And as the part of the larger government setup, public organizations are to be abide by the rules set in the law making. Also, if there are certain actions are to be taken, the due processes have to be followed because you have to make sure that the principle of equity, fairness and justice is followed in terms of taking any kind of actions against any people. For example, Administrative Tribunal Act, if you look at, I've given the reference also here, please go to this particular slide, it allows for equal protection to the people in case some kind of action is taken against them. For instance, if you look at if some person has

to be suspended or dismissed or some kind of action is taken against them for some kind of misconduct, it has to be done following the due process because the law mandates that equal provisions are there so that people can have their say, they can defend, there is a legal aid and without any kind of discrimination, following the fairness, justice should prevail in order to increase the efficiency of the whole system. Another important framework in terms of general values and institutions of the political economy and this particular aspect is largely built from the text of Rainey, Fernandez and Malatesta, titled Understanding and Managing Public Organizations.

Within this thing is talk about democratic election. how it impacts the functioning of the organizations. Because it is the power given to the people in terms of the democracy, there can be changes in the executives, legislative officials and political appointees. Now with this leadership changes in the public organizations, there also is a shift in the priorities, agencies focus, power, influence, resources for people and subunits. If you can recall in the political environment, we also talked about this aspect, but we have not talked about in terms of democratic elections.

Now when people have power to change, the political authority in terms of bringing in leadership changes in public organization. So, with that change, there will be also shift in the priorities of the agencies, the focus of the agencies will change, their power will change, some agencies will have better relationship management with the political authority, others might not have. So, those who have that kind of political support will have more smooth functioning than the others. So, these all have the important implications for the public organizations in terms of their functioning and they can largely impact in terms of the political interference from the outside political authority in terms of impacting the activities of the organization. Now, federal system, which means the allocation of authority, different levels of government, you know, if we talk about the country context, we have central level and the state level and then of course, there are local bodies.

It also have influence on the functioning of public organizations, right? So, you have to cater to the demands of the, you know, the different levels of government at state and central. there are state or local government, the establishment of the offices are following procedures laid down by central authority. That's what I mean, that when you have a federal system, the allocation of authority lies at the different levels in the government being state and central level. So, when there is establishment of the offices or any other activity to be done, it has to be done following the procedures which are laid down by the central authority. It also depends upon how the funds are being received by the states and also with various specification about these structures because you see that we talked about this at the very time that the government organizations are embedded in the larger government structures, government setup.

The funds that are being given to the states for the smooth functioning of the operations of the state, it also has a lot of guidelines to be followed, how it is to be done, what activities are to be done and how it is to be done, it is specifically data. Another important aspect of separation of powers which I will take up in the next module on accountability and control which talks about the separation of powers in terms of legislative, executive and judicial branch with lot of checks and balances. It also has impact on the functioning of public organization. So we are going to look at in at length about what is the doctrine of separation of power in the context of India. though it largely is a topic of public administration, but we will touch upon this aspect as a very important accountability and control mechanism in terms of checks and balances, in terms of impacting the functioning of organizations, government and public organizations.

So, we will touch upon this in little more detail in the module on accountability and control, which is the first module in the next theme. Now, this is very important. So, now because we are talking about the important components of the major environmental components, the values and the performance criteria for the government organization are to be talked about. So, this is also based on the text of Rainey, Fernandez, and Malatesta, but wherever possible, I have taken examples from the Indian context to further elaborate on the various processes. Now, when we talk about the values and the performance criteria for government organization.

Now, if you look at public organization, they are tasked with balancing multiple values and the performance criteria, which has, you know, which also include your efficiency. effectiveness, timeliness, reliability and reasonableness. Now, all these factors which I have highlighted here, they play a significant role in shaping public expectations and administrative practices, though sometimes they can conflict with each other, which I will explain to you in a bit time, creating challenges for public managers. So, all these performance criteria, though very important, there can be some kind of conflict between these criteria, which often make the life of the public officials a little more challenging in terms of maintaining. Now, competence values are being actually described in terms of efficiency, effectiveness, timeliness, reliability and reasonableness.

Let's look into this what it means. Now, if we talk about the concept of efficiency. Now, efficiency is about more minimizing the cost while maintaining quality. We are talking about efficiency. in public operations in terms of the competence value how much organizations are competent in terms of efficiency as you know the criteria for the government organization efficiency is all about minimizing cost while maintaining a quality. Now, if we talk about the context of India, the government takes various initiatives from time to time to increase the efficiency within the public organizations.

Now, some of these examples of such initiatives are the Digital India program, which aims to streamline the processes and reduce administrative costs. We talked about this in the technological aspect also, to reduce the bureaucratic delays and all. It enhances the delivery of the program services electronically reducing paperwork and improve efficiency so cost wise we are minimizing the public service delivery while maintaining the quality. Another aspect to this is government also leverages the private sector efficiency and innovation by collaborating with the private sector entities. For example, public-private partnerships in terms of the collaborative projects to take care of the infrastructure, healthcare, education in order to improve the service delivery while managing cost. So, efficiency here is having much more emphasis on minimizing the cost while maintaining the quality.

Effectiveness, on the other hand, is different from efficiencies in terms of that it refers to the government's ability to fulfill its duty successfully and meet the public demands. The criteria is not cost here. Criteria here is that whatever is the expectation of the public is being met by the government organization. So, effectiveness is to do with whether the service is being provided or not. Whether service provided or or not not about at what cost that is the efficiency you know the criteria of the performance now when you talk about citizens they often prioritize effective service over efficiency they want the service to be provided at what cost is not the criteria there especially in crucial services like if you look at the police personnel you know firefighters or emergency medical response Now, all in this case, what we need is what is supposed to be done, it is done.

At what cost? That is the efficiency criteria. So, you see that the classic difference between the efficiency and effectiveness as the competence value of the organization and how it impacts the functioning of the organization. Sometime what happen is the courts outside or the interest group outside want the effectiveness to be taken care of and efficiency principle has to be taken care of by the public organizations and at what cost they want to provide the services. Because effectiveness for them is much more important in terms of what they are getting or not. Next is the timeliness, another important aspect of this.

You see that public service provision with efficiency in terms of if you look at the responsiveness is ability of the public organizations to provide services in appropriate time frame, which is very very particular especially in case of emergency situations and public safety. So, if there is a lack of timely availability of the public service delivery or services, there is no use. So, performance criteria of timeliness is very, very important in terms of the functioning of all the organizations, but more specific to government organizations because it is a demand, there is a pressure and the expectation of the public that whenever some turbulent time comes in, there is a robust response from the government side. So, timeliness is another important dimension which is mentioned here.

Then comes the reliability. Reliability in the government means consistently delivering the services that meet the required standards. It is very, very important for the crucial services with direct impacts on safety and well-being like police and medical services at public hospitals. So, reliability talks about the concept of reliability, consistency in terms of the delivery of the services without the interruptions and of course, meeting the standards of the public. Reasonableness is another important criteria for the government organization to take care of the various public policy and delivery implementations, the aspects of the organizations.

It impacts the functioning in a different way. The contrast of competence value is the responsiveness, which is to do with more accountability, legality and responsiveness, which is about how responsive is the government in terms of meeting the demands of the government, the citizens, the stakeholders. Meaning rule of law and government authorities in terms of legality, in terms of responsiveness, in terms of accountability. Now, accountability, I will talk in detail in module number four.

So, different, you know, the topic altogether to talk at length. So, I have kept it as a separate module because it requires a lot of discussion, you know, in terms of how accountability has been understood, what kind of control mechanisms are put in place there, right? Now, how you are responding to the public demands? Are you adhering to the ethical standards? Is fairness equal treatment in impartiality? Are you following fairness? Is equal treatment being given? What about impartiality? And of course, openness to external scrutiny and criticism as far as the actions of the government is concerned.

So, responsiveness is another important performance criteria for the government organization. So, whenever the organizations, they do some kind of activities, they are implementing the public policy programs and they design the policies for the betterment of the society, all these things are to be taken care of. So, all these are the important aspects of the responsiveness as the criteria for the government organizations, for example, ethical standards adherence, the concept of fairness and equal treatment, because these are the unique features of the public organizations more specifically, because big business organizations are largely more driven by profits. But public organizations, they are classically different from the private organization because these organizations have to take care of fairness, justice, equality, equal treatment and also impartiality. And also their actions are open to external scrutiny and criticism.