

RELATIONS BETWEEN NEW PUBLIC MANAGEMENT AND RESULT BASED MANAGEMENT OF THAI UNIVERSITIES

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ABSTRACT

This study aims to learn about New Public Management which relates with Result Based Management, by using Document Research and Phenomena Research. Researchers have gathered concepts of New Public Management (NPM) to form a new management concept. The result found that NPM was consisted with concepts of reducing the size to increase versatility and quality, efficiently adapting to changes, developing working system with helps from technologies for benefits of customers, standardizing management system and be more creative, increasing participations in working culture and environment, and transparency of management.

Keywords: Management, New Public Management.

INTRODUCTION

New Public Management (NPM) is a management philosophy that government use to create a modern management system. Occurrence of NPM in different countries is to build a mission-driven organization with decentralization, flexibility, and connections between different organizations. Objectives of these changes are to fix and develop the management system to be more efficient and responsive to people's need. Thai universities have four management missions: teaching, research, academic service, and culture-art support. Thus, public universities must change their management paradigm to be on-par with current management system, which focuses on New Public Management to increase solidity and stability of the organization in the future. Therefore, the content of this study is all about a core of NPM and suggestions of adapting NPM concepts onto Result Based Management (Hood, 1991; Yamamoto, 2003; Osborne & Garebler, 1992; Peters (1994)

METHODOLOGY

This study is a combination of Document Research and Phenomena Research. It starts with observing the public management behavior in terms of contents or concepts, then develop them with rational thinking and literature review to find the framework of this research.

Concepts related to Result Based Management

Result Based Management is a management which focuses on planning objectives, targets, strategies, and participations. Managers in each level have to agree and consider about results, and also planning about results inspection and Performance Related Pay. Result Based Management is a modern management technic adapted for changing paradigm and management method; change from prioritizing input resources, into output, outcome, value for money, and customers satisfaction (Tolofari, 2005; Yamamoto, 2004; Aeknarajindawat 2019)

Furthermore, Result Based Management contains result evaluation system from new management concepts which focuses on the issues, using indicators to reflect a concrete result to develop working procedures and show to the public. (Tolofari, 2005; Yamamoto, 2004 Peters, 1994; Aeknarajindawat, 2019, Phukamchanoad & Girdwichai, 2019;) These issues are:

Economy: using resources properly and efficiently

Efficiency: working performance must exceeds the input

Effectiveness: working performance must reach to objectives or targets

Result Based Management contains 6 principles, which are:

1. Rule of Law: Correct and fair, strictly compliance with the rules and regulations, regards to the rights, freedom, and justice.
2. Ethics: Abiding with righteousness and supporting self-development; to increase honesty, sincerity, diligence, endurance, and discipline.
3. Transparency: Trusting in each other by having transparent work procedure.
4. Participation: Having a chance to be acknowledged, share opinions, and be a part of decision-making process.
5. Accountability: Rights and duty awareness, respect different opinions, and accept both good and bad things from our doings. For example, be responsible for customers or our team decision.
6. Utility: Maximize limited resources, considering value, creativity, service quality, and natural reservation.

It can be summarized that Result Based Management is a type of management which prioritize results and evaluation of the organization, in terms of input, procedure, product, and result, which must indicate Key Performance Indicators, targets, and objectives in advance by depending on participations of managers, members, and also stakeholders who related to the organization in order to achieve the goal of objective. (Robert & Denhardtand, 2003; Archie & Buchholtz, 2010; Balezentis & Balezentis, 2011)

Concepts of New Public Management

We can see that New Public Management has been developed from public management in the age of 6th paradigm, especially management for liberation and the one that focus on the market. These 2 ways of management are based on Public Choice Theory and New Institutional Economy or Organizational Economy. Their strong point is to fix the old government system, especially efficiency and public service. Hence, the heart of New Public Management is the government system reformation (Yamamoto, 2004; Phukamchanoad & Girdwichai 2019; Tolofari, 2005; Osborne & Garebler, 1992)

Reasons behind government system reformation

1. With globalization, may countries tend to be more freedom in several aspects, creating borderless economy and competition in world stage. Entering age of 21st-Century Learning, social current of democracy and good governance concept have changed the environment in both inside and outside. Both public and private organization are in need of increasing management flexibility to response with the changes.

2. Thailand government system is facing with system regression and lacking of Good Governance. If public sectors don't change or adapt their management game to become modern organization with Good Governance, it will undermine competitiveness of our country and be the obstacle for economy and social development in the future. These are methods of how to change public management to be more modern:

2.1 Change management methods and focus on the results.

2.2 Management must be more transparent and able to examine itself.

Civil service reformation is changes of government managing system, based on these concepts:

1.) The former system is old-fashioned and inefficient, which is obstacles for country developing and doesn't get along with changes of people and society.

2.) From the crisis, civil service has to be smaller, but with more efficiency to maximize benefits.

Government managing reformation is a reformation in overall, to change the old system into modern system which focuses on working evaluation, transparency, versatility, and responsive to society needs.

Civil service reformation (using 4-RE, 2-create, 1-open)

1. Reprocess: working procedure must focus on results, by having success indicator or the organization in several dimensions. The indicators must be concrete; affects both the organization and people.

2. Refinance and Budget: reform the financial system to be more controllable and easier to investigate; for using as a planning tool. Expenditure will show us objectives and strategies of the organization; Did the budget help achieve the target? The system must focus on performance and result with concrete goals and evaluation indicator.

3. Repagadigm: changing work attitudes of civil officers to be more open-minded, strive to learn, self-honor and responsible to the work.

4. Reorganised: change the structure of Ministry, Sub-Ministry, and Department.

5. Create human managing and compensation system. There will be changes in salary assessment, from working position into performance and result. Develop hiring system to be more diverse. For example, hiring an expert with special hiring method, selecting senior managers from skill more than seniority and power, and keep the organization compact for the size of the mission.

6. Create modern civil service system.

7. Open-minded for public participation

Therefore, New Public Management is a base concept of government management that will lead to changes of systems and strategies: quality service for people, response to people needs, and stick with specific roles of government.

Practical problems of civil service reformation

1. Government rules and officers' judgement. Personal judgement sometimes creates disadvantages to private sectors, and also the overall economy of the country.

2. Crony-dependent with no transparency.

3. No Good Governance

4. Lacks in professionalism.

Consequently, trends of “Public Management” is leading into Privatization and usage of Third Party to work in place of government. Government is leaning on the concept of private business management, creating Quality Personnel along with Higher-quality Professional.

But with restriction from Rule of Law, government tends to decrease its strictness based on the Good Governance concept. The main problem is how to blend business-like management and Good Governance together. Nowadays, private sectors not only request the Good Governance from the government, but also Good Judgement from civil officers.

CONCLUSION

New Public Management is a management paradigm which changes working procedure of government, focusing on results, natural and human resource management, technology adaptation, information technology, and strategy response to people’s needs, by increasing flexibility and power to make a decision. However, New Public Management is still lacking its uniqueness and decisive framework. Adapting these concepts must depend on the context of each organization to achieve the goal.

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