

Study on the Public Service in Public Management——based on “Public Organization Behavior”

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ABSTRACT: This paper outlines the main project and purpose of the book “Public organization behavior”, mainly covering public organization’s three aspects of incentive mechanism, leadership and the management serving for public interest. And the content of new public service is expatiated in detail. At last the idea of new public service in the book has great ideological significance and does great development, which should be learned and reviewed in order to be taken use in the future public management.

KEYWORD: public organization; motivation mechanism; leadership; new public service

1 GENERAL INSTRUCTIONS

Mr. Denhardt’s “Public organization behavior” provides us with a excellent blueprint on how the public organization manage its own public organization in process of managing social and serving the public. In a sense, the book reveals the political secrets of supporting super power ranking in the word. The value scale, operating procedure and practical template which on how to construct the public organization of their own, how to attract the participation of citizens in public management and so on can be found in the book.

1.1 *The book’s main content*

This book is a textbook especially for organization behavior of public organization. The book explains the theoretical basis of modern public organization behavior in detail; constructs three organizational behavior analysis module of micro, meso and macro organizations; discusses perception, motivation, ability, personality and their mutual relationships in behavior of the individual; analyzes leadership, decision-making, communication, conflict, and their mutual relationship in group behavior; discusses the structure, ethics, supervision, performance and their mutual relations in organization system behavior; introduces the method and skill of innovation and development of public organization.

1.2 *The book’s main purpose*

The theme and purpose of this book mainly include follows: in the process of public administration, whether it is for management or organizational behavior, the key issue is the management of human; "public" problem is an important aspect which this book studies; it is of great necessity to learn in a different way to improve the ability of action.

2 THE LEADERSHIP IN PUBLIC SERVICE

2.1 *“Shared leadership”*

Leadership is increasingly considered to be a process throughout the organization (or organization), and it is not the position of one level (REN, 2009). We can see the "shared leadership" more and more in public organization, which not only exists in the organization, but also exists when administrative officials and a large amount of external customers have contact. When officials work with the citizens or various types of civic groups, to share the leadership in the public sector is particularly important, including aspects of sharing, understanding, support, negotiation and coordination.

2.2 *The definition of leader in public organization*

The leadership in the area of public not only relates to the organization behavior, but also formulates policies to solve a variety of social, economic and political problems. Public sectors’ leaders help their departments to establish a development vision; help

to build public policy agenda; mobilize the public to put forward suggestions on policy. Thus they play an important role in the formation and implementation of plans and policies that carried out by the government. Now many scholars and practitioners no longer define leadership as a position, but define it as an activity. The key point is not the leader's position, but the type of the work that the leader engaging. In the public sector, service consciousness is important, in addition, the leader should provide a particular type of service (XIE, 2009). The leader's role is to provide the deployment of different resources to help individuals and groups to adapt to the reality, solving the problems which are associated with the value conflict faced by people.

2.3 *The main duty of the leadership in public organization*

The characteristic that many public problems relate to each other determines the main task of the current public policy is to coordinate different departments and interests. The main duty of leadership is largely "maintain" the public service values of public organization, trying to achieve the external and internal support of the whole organization. The method of sharing leadership is increasingly becoming the leading methods need the implementation process of the leading method which is needed during the process of providing public service. Shared leadership is not mainly focusing on the leader, but focusing on a group of people that work and grow together. The leadership in public organizations must grow forward in the open and continuous changing process, and in this process, there should be equal treatment of values and interests of all members of the group. Through all members fully expressing their wishes, the relationship between leaders and members becomes to be a reciprocal relation. In other words, sharing the interests is the process of all the people's benefits and interests become open and transparent, and under this circumstance he leaders pursue public interest.

3 THE BEHAVIOR OF MANAGEMENT THAT SERVE THE PUBLIC INTEREST

One of the obvious trends of modern public organization is increasingly diverse workplace. Managers of today pointed out an alternative view -- a more diverse workforce can increase organizational efficiency. The public managers should have a high sensitivity on the important cultural differences of various countries; as a public manager, we should contacts and exchanges with people of many different areas effectively by a kind of respecting every national culture. In public

organizations, the majority of organizational change efforts include maximizing the efficiency and production capacity of the organization, these values should be possessed by the public managers and members.(YANG, 2009) The public managers should implement the innovation by an effective and ethical way besides as a public service obligation.

In a democratic society, the attention to democratic values should be in the first place in the process of our thinking about the governance system, and although the value such as efficiency and enthusiasm for production should not be discarded, they should be placed in the larger environment which is posed by democratic, community and public interest.

4 DENHARDT'S NEW PUBLIC SERVICE THEORY

Denhardt's theory of new public service is established by basing on the reflection and criticism of the traditional public administration theory and new public management theory, and it advocates to take a new public service model, which focuses on the civil rights, democracy and serving for the public interest to replace the current leading administrative mode that based on economic theory and self interest (JIANG, 2010). The future public service will base on civic dialogue and consultation and public interest, and the three are closely combined together. But Denhardt's new public service theory's essence is a sublation of traditional public administration theory and new public management theory, and not a total negation. It attempts to absorb the reasonable core of traditional public administration theory, admitting the important practical value of the theory of new public management and abandoning the new public management theory especially the inherent defects of entrepreneurial government theory, based on which to put forward and build a new theory to choose which pays more attention to democratic values and public interests, and is more suitable for the development of modern civil society and public management practice's need (MA, 2013). His new public service theory has very significant position in the public administration theory circles today, and it not only helps us to re-recognize the public nature of public service, but also help us to re-recognize the diversified public service subjects.

The new public service spirit can be summarized as follows:

- 1) New public service does serve rather than steer;
- 2) Public interest is the target rather than a by-product;
- 3) Strategic thinking and democratic action;
- 4) Serve for the public, not for the customers;
- 5) Responsibility is multiple;

6) Pay attention to people, not just to the productivity;

7) Pay more attention to civil rights and public services than the entrepreneur spirit. (SUN, 2009)

This theory can provide some reference for Chinese to construct a service-oriented government. The 7 core propositions basically cover the main features of the service-oriented government. While China is establishing the socialist market economic system made the accession to the world trade organization, more and more scholars and practitioners in the field of public management are aware of that China administrative reform's aim should base on the positioning function mode of service type government. In recent years, many local governments have begun the practice of the construction of the service-oriented government, but these efforts are mostly the natural result of the reform of the administrative system, rather than the consciousness on construction of service-oriented government. Through the reform of the administrative system and institutional reform, China's government should transform government functions, and construct fair and transparent, clean and efficient government which has standardized behaviors, coordinated operation. Reform is implemented in need of related theory (YANG, 2008). Therefore, new public service theory should be paid attention to by relevant research and practitioner in China.

5 THE REVELATION TO THE REFORM OF CHINA'S GOVERNMENT

5.1 *The reform of the government should attach great importance to the design of the system and the overall design.*

On the one hand through the system design, the common objectives can be formed, which cover future China government management mode, operation mechanism and other fundamental issues. On the other hand, overall design should be done about the reform of the government, the reform of institutions and the management of folk organization by the government. This is the best solution to change the government reform by its own.

5.2 *Establish the power of the legal system in government reform.*

Early in the reform of the government in 1998, the implementation of government agencies, functions, the preparation of the legal have been taken as an important goal and principle of government reform. Division of property and management rights of central and local governments has been the

important problem that we have been seeking a legal way to solve. But there seems to be difficulty in the real set of the authority of legal system. The lack of legal in government management not only directly affect the legal system play its role, but also provide chance to human affects in government's agencies, staff posing. From a long-term point of view, if the reform of government in China has no related law to follow, the standardization, scientification, democratization of government management is difficult to achieve (PENG, 2007).

5.3 *Improve the government's public policy making system.*

An important task of government reform is to rethink the construction of our country's public policy making system, making the public policy's formulation and the results can maximize the representatives of the equity, justice and justice.

5.4 *Prevent the return of the old system of the government.*

In the old system return, the focus should especially on the contact problem between public finance expenditure and the old system restoration. Interestingly, in Chinese expenditure structure, the most uneasy expansion aspects involve health, education and social security, but the easiest expansion is the official and administrative expenses, while in America, the easiest expansion covers medical, education and social welfare spending, but the most uneasy expansion is the civil service and administrative expenditure. To prevent the return of the old system is one of the most important problems of the Chinese government reform's next step.

5.5 *The innovation of organizational structure - from closed to open.*

Human behavior is restricted by the organizational structure, and the effectiveness of the new civil service system depends on the organization innovation. The existed civil service organization structure is a pyramid structure which was highly centralized, and this structure will inevitably lead to the organization's close, poor openness, unable to quickly respond to changes of the environment; will ignore the needs of the people, and inhibit the vitality and creativity of people. So the innovation of organization structure must be implemented, constructing elastic organization structure. Its main features are: openness and responsiveness to the environment, and citizen satisfaction oriented; the policy formulation and execution are separated, and the emphasis is on strategic management; flat organization, reducing middle management level;

the advocated decentralization or authorized and no centralization; focusing organizational members' and citizen's participation; communication and contact are the mesh type; achieve the integration and control by team spirit not by the order and obedience; build up the functional organization of inter departmental or "virtual organization" (MENG, 2010); this organization structure can give full play to the ability and the potential of the civil servants, so that the public at any time, any place can get good service.

6 SUMMARY

In the work of Mr. Denhardt, he concluded: "how to realize these ideals? Maybe everyone should start from their selves....." The government's effective operation needs active awareness of citizenship. We can expect those fellow citizens working for the government will respect us and invite us to participate actively in their work. This resolution is indeed too ideal, even a little self deception. However, when we observe the time evolution of human history, it is not difficult to find out that the development and the progress of the society thanks to the human emancipation of the mind, or that the emergence of new ideas. Because the emergence of new ideas predicts the emergence of new class and group, and these new elites will lead mankind to keep breaking old habits, creating a new era, from this perspective, Denhardt's call is rational, at least some people can continue to devote themselves to cultivating independent personality and knowledge of their own, shape and propaganda of social responsibility and a sense of democracy, and

continue to develop and create new areas of human intelligence, thus no matter the democratic citizen society talked by or a new era of human development are not too far away.

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