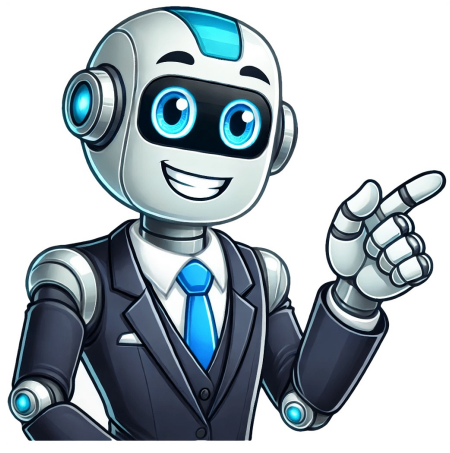


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Employees form the core and the backbone of any organization and public organizations are no different. According to authors William Mosher and J. Donald Kingsley, the key to better governance lies in effective personnel management. For effective personnel administration there are certain criteria that need to be fulfilled like: Highly qualified workforce of civil servants, Fair and equitable wages, Rights of representation, Work conditions to be decided taking the employee choices and needs in consideration, Establishing the prestige of civil service employment, Classification is the first step in personnel management wherein similar kinds of posts are grouped together based on their duties and responsibilities. A formal classification plan shows all the classes with each existing job and position suitably placed with respect to each other in an orderly manner. This in turn is supplemented by rules, regulations for their administration, interpretation and amendment. The second step becomes position classification which explains the individual position of that role within the public administration machinery. It also defines the duties and responsibilities for which the individual holding the position shall be accountable for. The third step is the process of recruitment. Recruitment in government organization is all about finding the right people for the right job. It involves having good public relations, employment campaigns and effective systems of selection of the people. The next step is the training. Training develops skills and habits and also develops the requisite mental attitude and morale of the civil servants. Training helps the civil servants to carry out their day to day job related transactions with precision, adapt to the changing socio-economic needs, and understand the larger and broader picture of administration and also to make their job interesting and be able to take newer responsibilities. Next comes, the promotion or the increase in rank or status. It is essential that the employees are provided with timely promotion to develop their talent and increase their morale and motivation levels. While the process means increase in pay grade and responsibilities for the employees, the same process allows the management to select and pick the best suitable person from an available pool to fulfill higher responsibilities. The last step is the pay and service of the civil servants. The salary scales of civil servants are based on several factors like: Cost of living, Equal pay for equal work, Man-power availability which means that if the manpower for a particular job is in abundance then everybody gets low wages which maintains parity. Legislation like minimum wages act or the Pay Commission's directives in India. Social considerations of accepted difference between the high and the low salaries, Relativity with respect to similar positions in other organization and countries, Regional variation. The service conditions include leave, holidays, hours of work, accommodation, healthcare, working conditions and other miscellaneous aspects. One of the oldest problems that plague the personnel administration in all countries is the liberal seepage of politics in all its aspects. Despite of the attempts of the scholars to separate politics and administration, the divorce exists only in textbooks and on paper. The personnel administration of the public organization has emerged as a triumph of technique over purpose. While the civil servants are selected through rigorous methods of written examination, personal interviews, scores, the rule of three, split-digit ranking etc, but the question remains whether they actually serve the objectives of the organization. The system which cites itself as based on merit degenerates into a protectionist system. The entrance exams are designed to test competence for jobs at junior levels only and later there is no system of objective evaluation of desired competence level for senior and complex roles. For most parts, these exams rarely test the attitude and seem outdated and redundant to meet the challenges of the current needs. The career growth as well, within the system is based on patronage and politics rather than qualification and merit. The disqualification based on incompetence is rarely ever heard in public organizations and even when it happens, the government bears heavy expenditure for the same. The presence of an unnecessarily large workforce is a problem with the government organizations. A lean structure in these organizations would mean efficient and timely performance. Imagine an orchestra where each musician plays a different instrument. 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Read More Imagine waking up one day to find that every public service you depend on has ground to a halt. No buses, no schools, no postal... Read More The paper examines the concept, nature, and scope of personnel administration, emphasizing the importance of human resources in organizations. It highlights the role of manpower planning in developing human capital, discusses informal organizations and consultative bodies, and reviews various agencies involved in administration. Key contributions from management theories, such as Taylor's Scientific Management and the Hawthorne Experiments, are also presented to underscore the need for effective human resource management. Sign Up Now & Daily Live Classes 3000+ Tests Study Material & PDF Quizzes With Detailed Analytics+ More Benefits Get Free Access Now Public administration is the implementation of government policy and the management of public programs. It encompasses the management of public agencies and the actions of public officials. The word “administer” comes from the Latin words “ad” and “ministrare” which mean “to serve” or “to manage.” It refers to the management of public or private affairs. L.D. White – “the art of administration is the direction, coordination, and control of many people to achieve the same goal.” It is a specialized activity that focuses on implementing public policy, mainly through the executive branch. It is the field of study that examines how government policies and programs are designed, implemented, and evaluated. Public administration also includes the study of how political and economic systems interact with administrative systems, as well as the analysis of the role of public servants and the impact of bureaucratic rules and procedures on society. It is a diverse field that encompasses various sub-disciplines, including public policy, public management, and non-profit management. Public administration professionals work in a variety of roles, such as government officials, managers, analysts, and consultants, and they are employed at all levels of government, as well as in non-profit organizations and private companies that work with the government. Public Administration is a field of study and practice that has been defined and redefined by various scholars throughout its history. Here are a few notable definitions of public administration from different scholars: LD White – “Public administration consists of all those operations having for their purpose the fulfillment or enforcement of the public policy.” Woodrow Wilson – “Public administration is a detailed and systematic application of the law. Every particular application of the law is an act of administration.” Dimock stated that “Public Administration is mainly concerned with the ‘what’ and the ‘how’ of government. The ‘what’ is the subject-matter, the technical knowledge of a field that enables an administrator to perform his tasks. The ‘how’ is the techniques of management, the principles according to which co-operative programs are carried through successfully. Each is indispensable, altogether they form the synthesis called the Public Administration.” Carson & Harris – “Public administration is the action part of the government, the means by which the purpose & the goals of the government are realized.” Simon – “By Public Administration is meant in common usage the activities of the executive branches of the National, State and Local Governments”. Waldo – “Public Administration is “the art and science of management applied to the affairs of the State”. The nature of public administration is complex and multifaceted, and it is often described as having several key characteristics. Some of the main nature of public administration include: Publicness: Public administration is distinct from private administration in that it is concerned with the management of public affairs and resources, and it is accountable to the public through democratic institutions and processes. Bureaucracy: Public administration is often associated with bureaucracy, which refers to the system of rules, procedures, and hierarchy that is used to manage public affairs. Bureaucracy is often criticized for being slow and inefficient, but it also serves important functions such as ensuring fairness and consistency in decision-making. Policy implementation: Public administration is responsible for implementing government policies and programs. This includes developing and implementing policies, managing budgets and resources, and ensuring that government programs and services are delivered effectively and efficiently. Service-oriented: Public administration is service-oriented, meaning that it is focused on providing services to the public. This includes providing essential services such as healthcare, education, and public safety, as well as promoting the public good through policies and programs. Political-administrative interaction: Public administration is closely linked to politics, and it is influenced by the political environment in which it operates. Public administrators must navigate the political landscape and work effectively with elected officials to achieve their goals. Interdisciplinary: Public administration draws on knowledge from a variety of disciplines, such as political science, economics, sociology, and management, to inform its understanding of public problems and develop solutions. Continual change: Public administration is a dynamic field that is constantly changing in response to new challenges and opportunities. Public administrators must be able to adapt to new policies, technologies, and societal trends in order to be effective. Apart from the above nature and characteristics of Public Administration, there are several scholars, who expressed two diverse views on the nature of public administration. It includes - Integral View Managerial View From an integral perspective, public administration is seen as a fundamental aspect of democracy, where the government is responsible for ensuring the welfare and well-being of citizens. It is a process that involves the development and implementation of policies and programs that serve the public interest. The focus of this perspective is on the public good and the role of government in promoting it. This view considers public administration as a complete activity. It includes all the persons, from top to bottom, who have contributed to achieving the given objective. According to this view, administration depends upon the subject matters of the concerned agency, that is, its difference from one sphere to another. L.D. White - “Public administration consists of all those operations having for their purpose the fulfillment or enforcement of the public policy. This definition covers a multitude of a particular operations in many fields—the deliveries of a letter, the sale of public land, the negotiation of a treaty, the award of compensation to an injured workman, the quarantine of a sick child, the removal of litter from a park, manufacturing plutonium, and licensing the use of atomic energy”. (White 1958: 1) Marshal E Dimock - “Administration is concerned with the ‘what’ and ‘how’ of government. The ‘what’ is the subject matter, the technical knowledge of a field that enables the administrator to perform his tasks. The ‘how’ is the technique of management, the principles according to which cooperative programs are carried to success.” From a managerial perspective, public administration is seen as a set of processes and systems that are used to manage and run the government. This perspective emphasizes efficiency, effectiveness, and accountability in the delivery of public services. The focus of this perspective is on the management of resources, the use of technology, and the development of policies and programs that are responsive to citizens' needs. According to this view, the works of only those who are engaged in the performance of managerial functions in the organization constitute administration. In this managerial view, the administration has the functions of planning, programming, and organizing all the activities in an organization to achieve the desired ends. Luther Gullick and Herbert Simon subscribe to this view. Luther Gullick - “Administration has to do with getting things done; with the accomplishment of defined objectives.” (Gulick 1937:191) Ordway Tead - “Administration is conceived as the necessary activities of individuals (executives) in an organization who are charged with ordering, forwarding and facilitating the associated efforts of a group of individuals brought together to realize certain defined purposes.” (Tead 1959:67) Public administration is a diverse field that encompasses a wide range of responsibilities and functions. Some of the key areas of focus within public administration include: Budgeting and financial management: This includes the development and management of budgets for government agencies and programs, as well as the oversight of financial operations and the allocation of resources. Human resources management: This includes the recruitment, hiring, and management of government employees, as well as the development of policies and procedures to ensure that employees are treated fairly and equitably. Policy development and analysis: This includes the research and analysis of policy issues, the development of recommendations for policy changes, and the implementation of new policies and programs. Program management: This includes the planning, implementation, and evaluation of government programs, as well as the management of resources and personnel to ensure that programs are delivered effectively and efficiently. Regulatory compliance: This includes the development and enforcement of regulations and laws that govern the operations of government agencies, as well as the oversight of private sector organizations that receive government funding or operate in regulated industries. Emergency Management: This includes the preparation for, response to, and recovery from natural disasters, terrorist attacks and other emergency situations. International Public Administration: This includes the administration of international organizations and the implementation of international development programs. Public Law and Ethics: This includes the study of laws and regulations that govern the operations of government, as well as the ethical principles that guide the actions of public officials. e-Governance: This includes the use of technology and digital platforms to improve the efficiency and effectiveness of government services, as well as the use of data and analytics to inform decision-making and improve performance.