

**LITERATURE REVIEW OF PUBLIC ADMINISTRATION AND GOOD GOVERNANCE  
FROM 1890 TO 2023**

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**Abstract**

*This article examines public administration from 1890 to 2023 to see how it evolved and influenced practice and if good governance is a crucial component in this transformation. This paper presents an in-depth review of several different pieces of secondary literature sources. This paper produced several key findings. The most important finding of this literature study is that, between 1890 and 1980, the Public Administration transitioned from "Traditional Public Administration" to "New Public Management" due to the growing need for good governance. The year 2000 saw the birth of a novel idea in public administration known as "New Public Governance," which has persisted in practice ever since. This paper will be useful to Public Administration practitioners worldwide. There has been little empirical research into how the evolution of Public Administration encourages governments to act more like private corporations. Consequently, more research on this subject is encouraged.*

**INTRODUCTION**

Given that Public Administration is a field of study that puts policies into practice, we thought it would be instructive to examine the field's historical development, the current situation, and underlying motivations for change. Even though the historical development of public administration is the subject of this investigation, the paper is based on the premise that good governance is a key factor for the transition.

Three distinct approaches to public administration will be shown to have developed between the turn of the twentieth century and 2000. This study aims to demonstrate that, although these models brought new ideas to the field of public administration, they share some essential features with their predecessors. The paper will also illustrate how, when reforming Public Administration, four basic elements are frequently addressed.

The paper will also explain why governments in emerging nations prefer New Public Management or New Public Governance over Traditional Public Administration when it comes to modernizing and reforming themselves.

## LITERATURE REVIEW

### Public Administration

Public administration is so broad and controversial that defining it is more complex than describing it (Olla & Aderibigbe, 2014). The authors justify this by arguing that the boundaries of public administration have never been clearly defined. As a result, many different interpretations of its meaning have been proposed. However, most public administration experts concur that it is primarily governmental (Olla & Aderibigbe, 2014). In other words, the political context makes public administration public, not private sector administration.

In addition, separating the components of "Public Administration" into their parts can shed light on its meaning. The term "Public" refers to government activities and actions. Administration is derived from the Latin word "adm/n/strare", which means to serve, lead, govern, care for, or look after. The management of public or private affairs is what the word Administration means. As a result, Public Administration refers to the management of public affairs" (Thapa, 2020).

This paper employs Lamidi's (2015) definition of public administration: "Public Administration is the machinery and integral processes by which the government conducts its functions." In this case, "machinery" refers to "instrument" and "integral processes" refers to the government's main activities, which turn policies and plans into action. In public administration, the government's key activities are known by the acronym POSDCORB which means "Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting" (Osborne, 2010; Page, 2020; Shafritz et al., 2017; Thapa, 2020; Uchem & Erunke, 2013). No matter which public administration concept is chosen, it is challenging to understand it thoroughly (Uchem & Erunke, 2013).

### Public Administration Reform

The process by which the government either increases the effectiveness of its operations or makes modifications to aspects of those operations that it perceives as lacking effectiveness is referred to as public administration reform (Merriam-Webster, 2014). In contrast, according to Ingrams et al. (2020), it is described as "deliberate modification to the structures and procedures of public sector organizations to get them (in some sense) to run better."

The goal of reforming public administration is to guarantee that the government is effectively managed and that citizens receive effective and efficient services. For instance, citizens use protests to pressure their governments to address issues like inefficiency and poor services. Inefficiency and subpar service delivery are the natural consequences of governments that are unable to keep pace with the rest of the world by being competitive

and relevant (Boyle & MacCarthaigh, 2011; Fatemi & Behmanesh, 2012; Ingrams et al., 2020; Robinson, 2015; UNDP, 2015).

In order to maintain its position as a relevant and competitive field, public administration must evolve to meet the requirements of its constituents. That is, the government must change to keep up with new technologies, follow constantly changing laws and rules, protect against fraud and corruption, and so on. So, public administration must change along with the rest of the globe (Stefanescu, 2012).

In the process of reforming the Public Administration, it is common practice to address the following four components: "human capital, policy-making process (Hallsworth & Rutter, 2011), government machinery, as well as revenue and expense management systems" (UNDP, 2015). The following is an overview of each:

1. **Government machinery:** The "machinery of government," or MOG, refers to the process through which work is distributed and reallocated among the many departments of the government. Changing the structure of departments, how work is divided up inside offices, and how tasks are delegated to organizations that are not government departments (Government of South Australia, 2019; UNDP, 2015). The term "government machinery" refers to all the organizational structures that the government employs to provide services mandated by law (Johnson, 2015). Regarding the changes that need to be made to the Public Administration, Johnson (2015) states that most disagreements center on whether to make minor or major adjustments to the machinery of government.
2. **Human capital:** Human capital is a concept that relates to an individual's knowledge, abilities, and qualifications. These are regarded as valuable assets in the economy. According to Peter H. Diamandis, intelligence is the most significant determinant of organizational performance. It is the most important aspect in resolving problems and creating money, and it creates the framework for developing human capital, which is the driving force behind any companies and country's prosperity (Merriam-Webster, 2014). As a result, one of the most important parts of public administration is the government's ability to carry out its objective. The need to discover new ways to decrease the cost of human capital while also ensuring that the government workforce has the proper balance of scale and capacity drives public administration reform. This is because available resources are diminishing (Page, 2020; UNDP, 2015).
3. **Policy-making process:** When all of the essential stakeholders begin discussing changing the Public Administration, how to enhance policymaking is one of the first subjects that comes up. This is because one of the primary goals of governing in the first place is to make people's lives better, and when people complain about the quality of services they receive, this indicates that there is a problem. The policy-making process, also known as policy formulation, has several processes from conception through final determination. This is addressed as part of improving public administration (Hallsworth & Rutter, 2011; UNDP, 2015).
4. **Revenue and expense management systems:** The decline in global revenue has burdened public sector budgets everywhere. With growing budget deficits, worldwide public debt was projected to climb by more than \$9 trillion by the year 2020. This was believed to be the most substantial increase in government borrowing since World War

II (United Nations, 2021). Governments worldwide borrowed money from the future to lessen the impact of the Covid 19 pandemic on the current generation. Because of this, the generation of today is responsible for ensuring that the money that has been borrowed is invested prudently. This is necessary to guarantee that the prosperity of the current generation does not come at the expense of the prosperity of subsequent generations. Despite the pressing and immediate nature of the current crises, future generations cannot be deprived of prosperity (United Nations, 2021). As a result, since governments are in serious financial trouble, their spending has become even more crucial. Consequently, the revenue and spending control system is essential for enhancing public administration. Public Administration Reform's main mission is to find ways to change this system so that all planned goals may be achieved at the lowest cost feasible when government funds are cut even further (UNDP, 2015).

As was previously said, the main goal of public administration reform is to improve how effectively the government manages resources and funds belonging to the general people. In this sense, the four previously described issues are generally treated first (Fatemi & Behmanesh, 2012; Robinson, 2015; UNDP, 2015). As a result, three forms of public administration have developed. The next section delves more into these models, focusing on how the public sector evolved to adopt more prevalent tactics in the private sector.

### Public Administration Models

Public administration has been said to be that activity which is concerned with the management of public affairs and the delivery of public services. From this, it can be deduced that public administration is as old as society itself because wherever there is a group of people living together, there must be some sort of organization to manage the affairs of the group (Thapa, 2020). Hence, one can argue that public administration is as old as the human race. However, according to Vignieri (2020), public administration was officially born when Woodrow Wilson released "The Paper of Administration" in 1887.

Several changes have occurred since then. Traditional Public Administration was succeeded by New Public Management between 1890 and 1980. New Public Governance is a novel model in the field of public administration that emerged around the year 2000. See Figure 1 below.

**Figure 1: The 3 models of public administration**



*Source: created by the author*

A discussion of the three models of public administration follows.

### **Traditional Public Administration**

There are many parallels between Traditional Public Administration and Max Weber's theory of bureaucracy. A famous German sociologist and public administration scholar, Max Weber was widely regarded as one of the most important minds of the twentieth century. During the 19th and 20th centuries, Max Weber defined and conceptualized bureaucracy. As a result of his work, Weberian bureaucracy has come to be known. Traditional Public Administration is built on Weberian bureaucracy (Pfiffner, 2004; Vignieri, 2020). It is easily distinguishable from other governments because it is a formal, strict, and hierarchical administrative structure that political leaders run. It consists of permanent, impartial, anonymous officials whose primary duty is protecting the public. These officials provide equal service to the ruling parties but do not participate in policy formulation. Instead, they are responsible for carrying out the policies laid forth by all political leaders (Chipkin & Lipietz, 2012; Denkova et al., 2018; Robinson, 2015).

The Weberian system of Public Administration began to be criticized in the late 1970s, despite many Public Administration scholars claiming Max Weber to be the greatest public administration thinker of the century, if not all time (Pfiffner, 2004; Xu et al., 2015). The traditional model of Public Administration was perceived to be safe, rational, and systematic in a consistent environment because of its hierarchical and bureaucratic structure (Katsamunska, 2012).

However, the world was changing, and this paradigm struggled to adapt to the new and continuously evolving environment (Wiig, 2000). The hierarchical, bureaucratic, and rigid structure took a long time to produce results and outputs. This model caused a lot of delays. So, there was a need to transition from a slow, rigid, and overly bureaucratic public service to one that was faster and more flexible. The old way of running the government wasn't working anymore, so it had to change (El-Ghalayini, 2016). Especially one that will provide quick, innovative, and good services (Denkova et al., 2018; Robinson, 2015; Chipkin & Lipietz, 2012; PhDessay.com, 2020).

### **New Public Management**

In the 1980s, a new type of public administration called "New Public Management" came about in response to the problems with "Traditional Public Administration" (Falconer, 2010; Promberger & Rauskala, 2003; Vignieri, 2020). Traditional Public Administration has a rigid, hierarchical, and bureaucratic structure (Strategica, 2018), which, among other things, causes a lot of delays. New Public Management tries to fix this (Promberger & Rauskala, 2003). While this is the fundamental purpose of Boyle and MacCarthaigh (2011) attribute New Public Management's success to private sector practices. All other reasons for this strategy are overwhelmed by the need to provide rapid, innovative, and good services. As a result, New Public Management places a premium on efficiency (outcomes or outputs) rather than processes (inputs) (Cameron, 2021; Fatemi & Behmanesh, 2012).

In light of this, New Public Management is more effective at changing the structure and operations of government than Traditional Public Administration (Bratianu et al., 2018). It makes them more financially viable and efficient regarding resource utilization and service delivery, enabling them to compete with the private sector (Lapuente & Van de Walle, 2020; Promberger & Rauskala, 2003).

The New Public Management paradigm is the predominant one in public administration today (Kalimullah et al., 2012). In his article "Public Management for All Seasons," Hood (1991) introduced seven principles of New Public Management (El-Ghalayini, 2016), which are based on the premise that they will improve service delivery (Kalimullah et al., 2012; Promberger & Rauskala, 2003). See Table 1 below.

**Table 1. New Public Management Principles**

Principles	Meaning	Justification
<b>Exceptional management with a pragmatic approach.</b>	Managers that are noticeable at the top of the organization, with discretionary authority to control.	Accountability necessitates a simple assignment of responsibility rather than a power shift.
<b>Clearly defined expectations and performance metrics.</b>	Specific, measurable, achievable, relevant, and timed goals and established objectives.	Accountability entails explicitly defined targets, while performance necessitates a "hard look" at goals.
<b>The output controls are the focal point.</b>	Performance is related to resource distribution and incentives.	Results must take precedence over inputs and procedures.
<b>The public sector is divided into units.</b>	Divide government into goods-based groups with decentralized budgets. The units interact with one another from a safe distance.	To make units more controllable, divide procurement and development and employ internal and external contracts or franchises.
<b>Increased government competitiveness by introducing price control.</b>	Change from closed bidding to open bidding and long-term contracts.	Competition is a means of lowering prices, raising standards, and increasing product innovation.
<b>Concentrate on practices of the private sector.</b>	Change the traditional government ethic in favor of more competitive wages, recruiting, and regulations, among other things.	The government adopts private sector best practices.
<b>An increased focus on resource management and discipline.</b>	Reduce direct costs, increase labor productivity, and keep compliance costs to a minimum for businesses.	Checking the public sector's resource demands and doing "more with less" is necessary.

*Source: adapted from El-Ghalayini (2016)*

The following paragraphs provide a summary of the principles (El-Ghalayini, 2016; Promberger & Rauskala, 2003):

1. Proactive management with a pragmatic approach: Those in charge of providing government services must be proactive rather than reactive i.e., they must take preventative measures rather than just react to problems. The modern public manager must be able to make decisions within his or her field of responsibility without being hampered by institutional constraints. While the classic public administrator was a passive figure who simply followed the rules of the day while exercising little to no discretion and providing minimal monitoring, the modern public manager is a far more proactive professional with decision-making authority and accountability. Management is therefore placed at the center of the government's service delivery function in New Public Management, and skilled administrators are seen as the gateway to improved

- service delivery (El-Ghalayini, 2016; Kalimullah et al., 2012; Promberger & Rauskala, 2003).
2. Clearly defined expectations and performance metrics: New Public Management imposes strict efficiency metrics on government departments. This suggests that government departments must pay more attention to the objectives and goals they set for themselves before providing services. Public officials' performance evaluations offer monitoring and oversight, encouraging them to work efficiently and accurately. Additionally, the government must be committed to a culture of continuous improvement of service levels and standards, particularly within the performance evaluation framework (El-Ghalayini, 2016; Kalimullah et al., 2012; Promberger & Rauskala, 2003).
  3. The output controls are the focal point: The requirement to concentrate on outcomes rather than procedures is linked to successful assessment. The government didn't care much about what it produced in the past. Since most government discussions were about money, the focus was on inputs (for project success) rather than outputs (for product success). Emphasis shifted to results under the New Public Management. What is most important to conscientious public managers is how much they can accomplish with little resources (El-Ghalayini, 2016; Kalimullah et al., 2012; Promberger & Rauskala, 2003).
  4. The public sector is divided into units: As previously stated, the New Public Management model advocates for government disaggregation and decentralization to make government more competitive and responsive. According to this model, smaller teams are more beneficial because they allow for establishing more specific goals and objectives, allowing the government to react more efficiently and practically. Furthermore, faceless officials are being replaced with transparent, accountable public servants who are directly accountable to the people, promoting openness and accountability (El-Ghalayini, 2016; Kalimullah et al., 2012; Promberger & Rauskala, 2003).
  5. Increased government competitiveness through price control: Countries are under pressure to improve public service delivery while maintaining a low level of spending growth. As a result, the government uses price control (market discipline) to promote quality in service delivery and customer satisfaction. Through competition and competitor rivalry, the government plans to keep prices under control (El-Ghalayini, 2016; Kalimullah et al., 2012; Promberger & Rauskala, 2003).
  6. Concentrate on private sector practices: According to the New Public Management model, the government should aim to behave much like a private sector business. The premise is that if a government department adopts private business practices, it may become more efficient in its delivery of services. Adopting reward programmes like those found in private businesses, such as performance-based compensation and more flexible working hours, is one example of what governments can do (El-Ghalayini, 2016; Kalimullah et al., 2012; Promberger & Rauskala, 2003).
  7. An increased focus on resource management and discipline: New Public Management focuses on reducing the expense of delivering public services while increasing efficiency, i.e., getting more done with less money. Consequently, how the government uses the

financial and human capital at its disposal is a key component (El-Ghalayini, 2016; Kalimullah et al., 2012; Promberger & Rauskala, 2003).

Generally, New Public Management refers to implementing principles and practices from the private sector into the public sector. Even though top officials are given greater autonomy, they must also be held accountable for their actions as part of New Public Management. In contrast, the transition from "Traditional Public Administration to New Public Management" has stirred scholarly debate and produced some fascinating questions regarding whether "New Public Management" is, in fact, a new paradigm (Vyas-Doorgapersad, 2011). Scholars such as Gow and Dufour (2000) questions whether New Public Management reflects a paradigm shift. Nonetheless, a second model was created and is described below.

### **New Public Governance**

According to Klijn (2012), New Public Management and New Public Governance have emerged as alternatives to Traditional Public Administration during the previous two decades. Although they both learn and adapt to one another to some extent, they may be considered polar opposites in managing the increasing complexity of policy processes, implementation, and service delivery. Nonetheless, New Public Management and New Public Governance complement one other, with some similarities (Klijn, 2012).

Although it was previously expected that "New Public Management" would replace Traditional Public Administration as the new form of Public Administration, subsequent scholarly literature has highlighted concerns about this approach's intra-organizational focus and inadequacies (Osborne, 2010). While New Public Management is concerned with identifying appropriate objectives and assigning implementation to other entities, New Public Governance embraces multiple target views and promotes inter-organizational collaboration (Klijn, 2012; Vignieri, 2020).

Xu et al. (2015) define New Public Governance as an administration model in which a pluralistic governance body comprising the government, private sector, non-profit organizations, and a range of social groups consults and negotiates to adapt to changing social situations. According to Klijn (2012), the characteristics of New Public Governance are:

1. Heavy focus on the inter-organizational component of policymaking and service delivery, as well as organizational interdependence in accomplishing policy goals and providing services;
2. It is generally agreed that horizontal forms of steering, such as network control and meta-governance, are superior when recruiting social actors' involvement. The purpose of these horizontal forms of steering is to ensure that actors often exercise their veto power (enhance support);
3. Using the knowledge of society actors to make governance and public services more consistent, as well as making better use of information shared by different actors (enhancing quality and innovative capacity); and
4. Intervention of social actors, stakeholders, and community organizations at an early stage to improve the credibility of actions (enhancing democratic legitimacy).

New Public Governance is not intended to be viewed as a replacement or single viable option for either Traditional Public Administration or New Public Management



(Osborne, 2010). Furthermore, while all three models introduced new ideas and concepts to public administration, certain components of the previous model may be found in the present one. Adoption of private-sector strategies is one example.

## METHODS

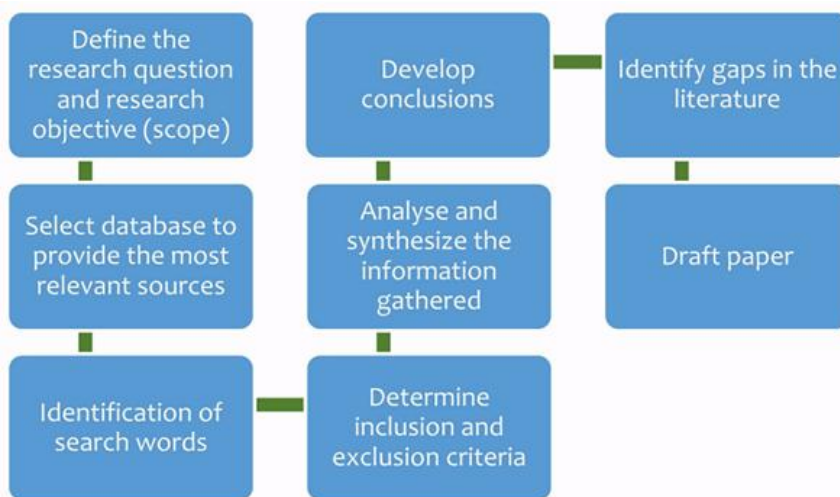
The authors when they embarked on this research study, opted to conduct a literature review. Based on this, they chose the qualitative method and reviewed various secondary literature sources such as peer-reviewed journal articles, edited academic books, articles in professional journals, data from government websites, as well as website material from professional associations, which the authors used sparingly and carefully. A total of 256 literature sources were reviewed however based on the criteria mentioned below, this was whittled down to 39 (n=39). In addition to this, the authors used the framework illustrated in Figure 2, to guide them on their systematic literature review journey (Leite et al., 2019).

**Figure 2. Literature Review Framework**



*Source: adapted from Leite et al. (2019)*

Using the above framework, the authors followed the research approach shown in Figure 3 below to address the research question, achieve the research objectives, select the appropriate research methodology, as well as to present and discuss their findings (results).

**Figure 3. Research Approach**

- Define the research question and research objective (scope):
  - Research question: How and why has public administration evolved and Influenced practice, and is good governance a crucial component in this transformation?
- Research scope:
  - Given that public administration is a field of study that puts policies into practice, it would be instructive to examine the field's historical development, the current situation, and underlying motivations for change. Additionally, even though the historical development of public administration is the subject of this Investigation, the paper is based on the premise that good governance is integral to public administration reform. Hence, their research objective is to critically assess the evolution of public administration to understand why it has changed over time and Includes assessing the field's historical development, the *current* situation, and the underlying motivations for change, as well as to support their assumption that good governance is an important *component* of public administration reform.
- Select a database to provide the most relevant sources:
  - Google Scholar, ResearchGate, Scopus and Phil Papers.
- Identification of search words:
  - To identify relevant publications, the authors selected search words (themes): "History of public administration;" "Public Administration reform;" and "Good Governance." The search words were used to query the titles, abstracts and keywords of English-language scholarly articles and reviews Indexed In the aforementioned scholarly literature databases.
- Determine inclusion and exclusion criteria:
  - The search words (themes) are the only inclusion criteria. Technically, the resulting dataset includes each academic output (published in English) in which at least one term of the search words is mentioned in the title, abstract or keywords. Due to the nature of this study, the authors saw it fit to include literature as old as 20 years. Even though 10 years is an arbitrary limit. But, for validity and reliability purposes, decided not to use literature older than 21 years. These were excluded from this

study. Additionally, a total of 256 literature sources were reviewed however based on the criteria applied, this was whittled down to 39 (n=39).

- Analyze and synthesize the information gathered:
  - A systematic analysis of secondary literature sources was carried out. Critical reading and thinking skills were applied. The following questions were addressed when the literature gathered was being analyzed and synthesized: "Was the research project designed and conducted properly; Are the results and discussion plausible, and are they consistent with the research objectives and methodology; What are the strengths and limitations of this work? How do the authors support their findings? How does this work contribute to the current research topic (Leite et al., 2019)?"
- Develop conclusions:
  - Similarities and differences were captured using mind maps, flowcharts, tables, and spreadsheets. Once similarities and differences were established from the reviewed literature, the authors highlighted personal observations and concluded (Leite et al., 2019).
- Identify gaps in the literature:
  - Following the same aforementioned approach, gaps in the literature were highlighted (Leite et al., 2019), namely, "There has not been a significant amount of empirical research conducted on public administration reform in countries that are still in the developing stage. It is, therefore, necessary to conduct more research to determine which public administration model is most suitable for developing countries and if their selected model improves good governance."
- Draft paper:
  - The paper was drafted following the guidelines for authors of "Jurnal Transformatif."

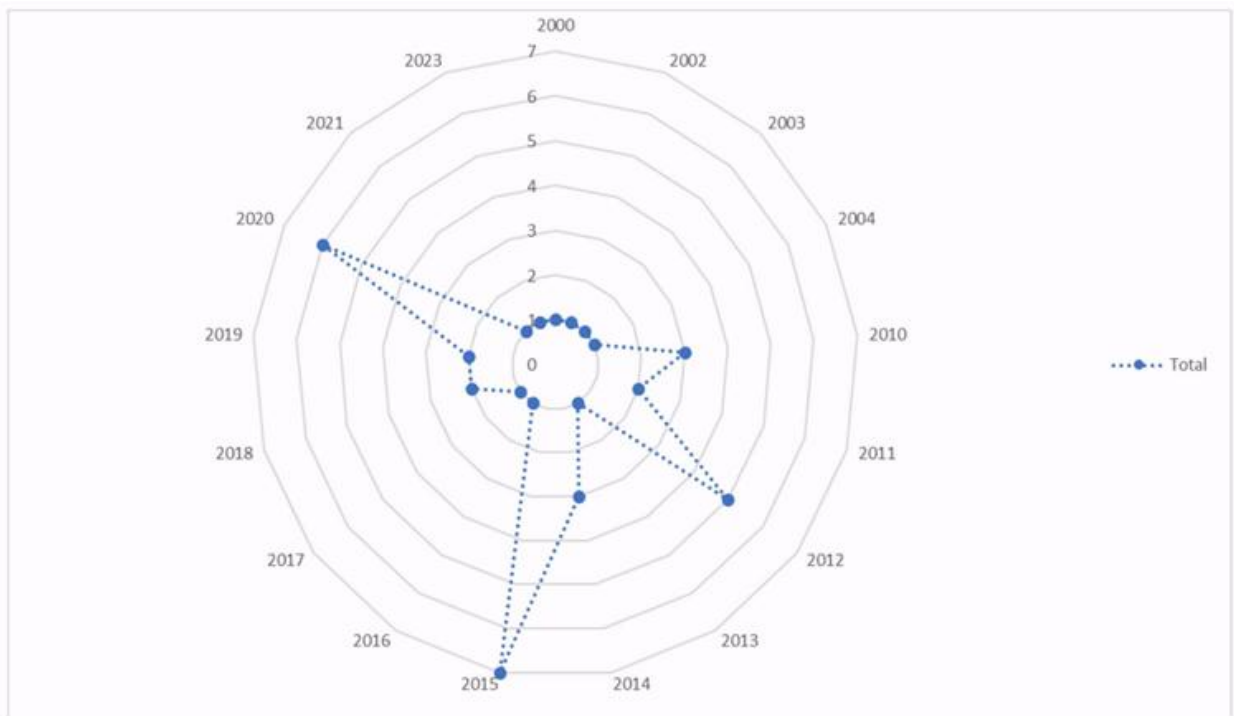
## RESULTS

Over 250 sources were reviewed by searching the following databases: Google Scholar, ResearchGate, Scopus and Phil Papers. However, based on the inclusion and exclusion criteria, this number was narrowed down to 39 (n=39) and will only be listed in the bibliography. For this study, literature 23 years old despite 10 being an arbitrary limit was included. Literature sources more than 23 years old were excluded. The oldest publication used was published in 2000.

To address the research question and achieve the research objectives, only English-language scholarly publications that contained the search words in their title, abstract, or keywords were included. The terms are "History of public administration;" "Public Administration Reform;" and "Good Governance. The results are as follows.

Figure 4 shows the publications used by date (n=39). The most frequently used sources were published in 2015 (n=y), 2020 (n=6) and 2012 (n=5). Publications in 2000 (n=i) and 2003 (n=i) were used the least.

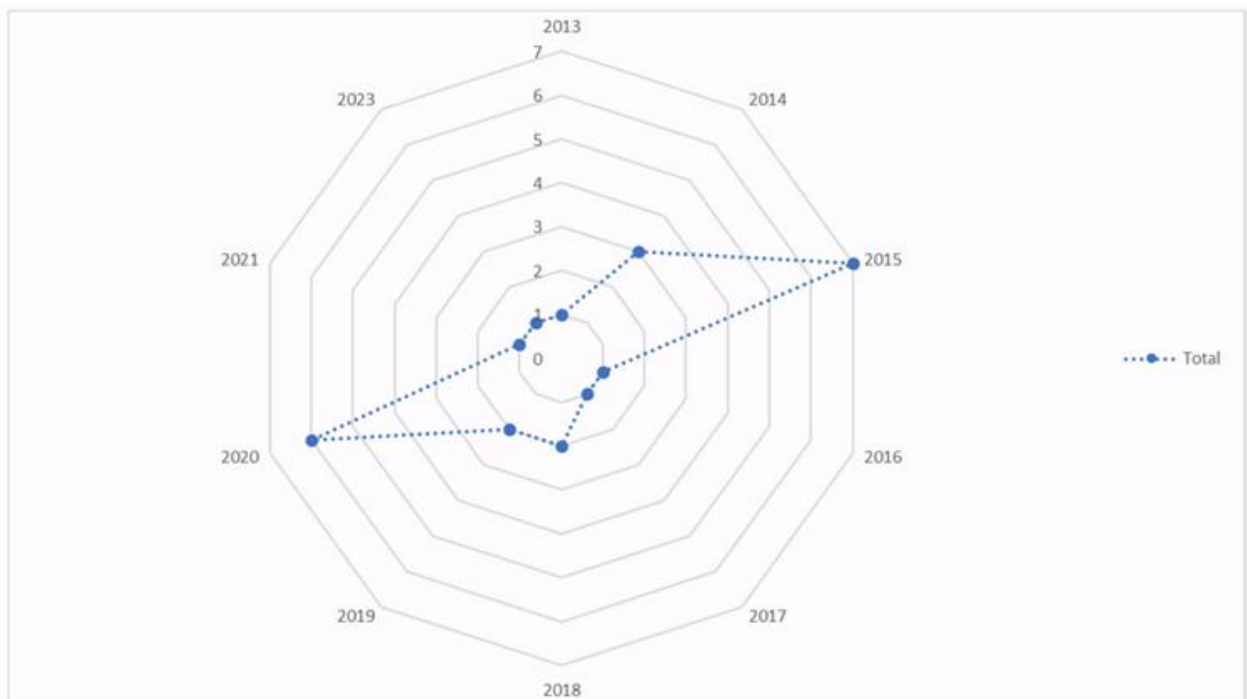
**Figure 4. Publications used by date (11=39)**



*Source: created by the author*

The authors included sources as old as 23 years (n=i), but the literature view is based on publications from 2013 to 2023 (n=25), generally less than 10 years old (see Figure 5).

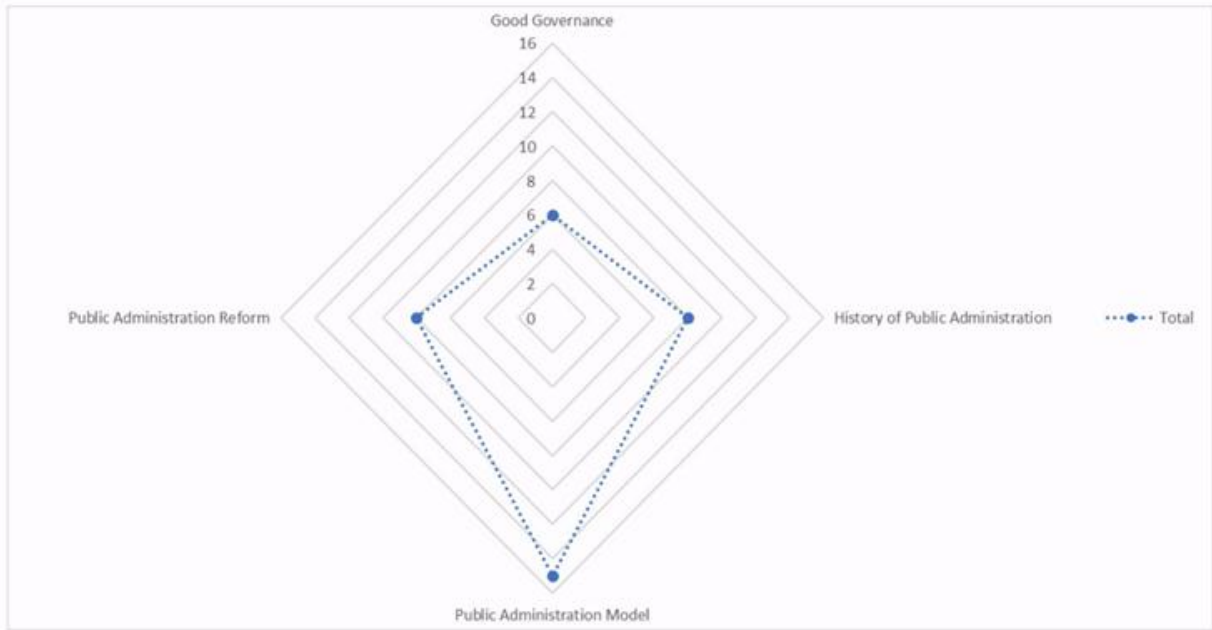
**Figure 5. Publications used less than 10 years old (n=2s)**



*Source: created by the author*

Figure 6 shows that the majority of literature sources used in this paper are on the "public administration Model," (n=15) while only six papers deal with "Good Governance."

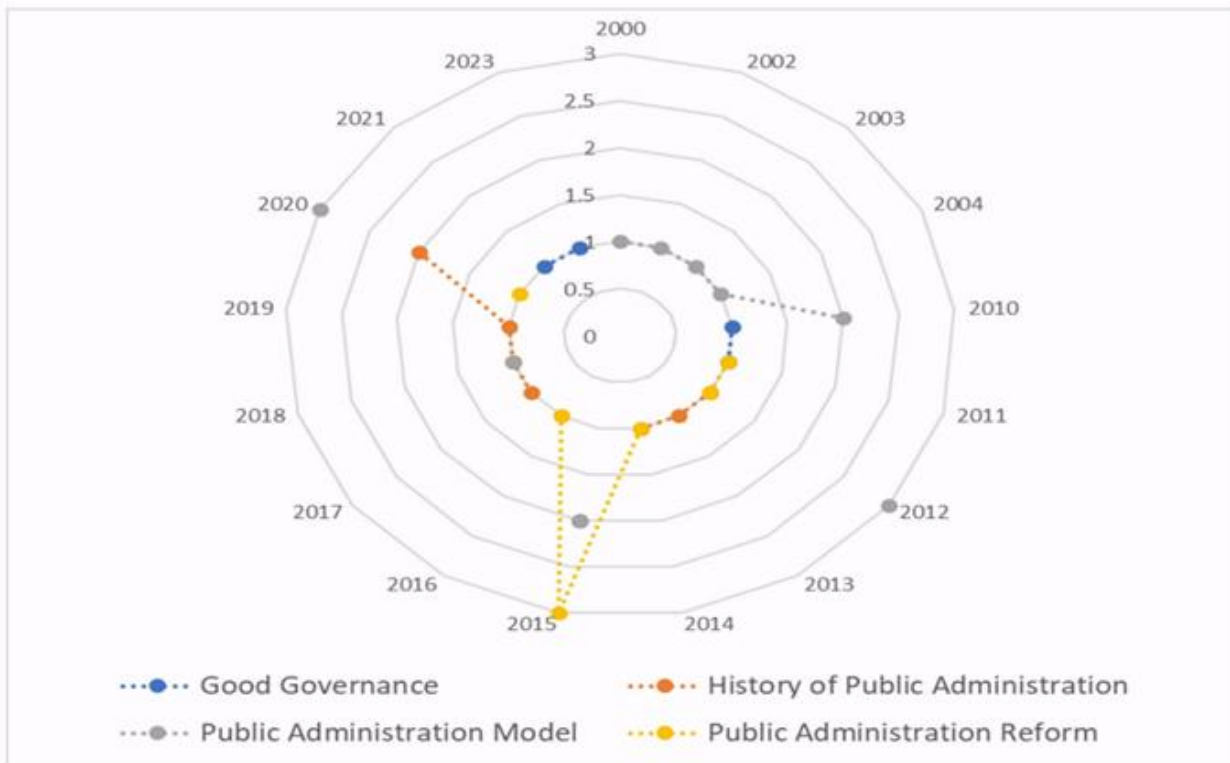
Figure 6. Ranking - search words



Source: created by the author

Figure 7 below depicts the ranking of search words by publication date. "Public administration reform" published in 2015 (n=3), "History of public administration" published in 2020 (n=2), and "public administration model published in 2010 (n=2) are the highest ranked.

Figure 7. Ranking - search words by publication date



Source: created by the author

## DISCUSSION

Considering the results of this study, a good spread of search words has been used that accurately addresses the research question and research objectives. Though the scope of this study is relatively narrow, as it focuses mainly on public administration models, public administration reform, and good governance, its development lies in the history of public administration. Hence, the historical development of public administration was a key subject in addressing the research question and objective, which it did. Furthermore, it corroborates the premise of the paper that good governance is a crucial component of public administration reform. When good governance is lacking, public administration is reformed to strengthen human capital, policy-making processes, government machinery, and revenue and expense management systems primarily. Consequently, having driven its reform over the years, it helped shape the development of three distinct public administration models between the turn of the twentieth century and 2000.

Public administration transitioned from "Traditional Public Administration" to "New Public Management" between the years 1890 and 1980, and the year 2000 saw the birth of a novel idea in public administration known as "New Public Governance," which has persisted in practice ever since.

Although these models brought new ideas to the field of public administration, they share some essential features with their predecessors. The primary one is "the adoption of private sector practices." This explains why governments in emerging nations prefer New Public Management or New Public Governance over Traditional Public Administration when it comes to good governance.

Furthermore, the selected literature sources accurately addressed the research question and research objectives. It provided a good blend of past opinions and modern viewpoints, as it showed that a long-term relationship between the respective search words exists, and it helped with the identification of similarities and differences overtime. All of this suggests that good governance is at the core of public administration reform.

## CONCLUSION

This paper produced several key findings. The main finding of this paper is that, between 1890 and 1980, Public Administration transitioned from "Traditional Public Administration" to "New Public Management" due to the growing need for good governance. The year 2000 saw the birth of a novel idea in public administration known as "New Public Governance," which has persisted in practice ever since (2023).

Despite the fact that these three models contributed new concepts to Public Administration, certain characteristics of the preceding model may be observed in the succeeding model. Today, New Public Management or New Public Governance is the favored way of Public Administration for modernizing and reforming governments around the globe.

The other findings are as follows: (a) all governments will face pressure from their citizens to implement reforms to improve how services are delivered, and as society evolves and individuals' expectations change, such pressures are more likely to emerge; (b) one of the primary reasons why Public Administration evolves is to respond to people's ongoing requests for better service delivery, which is dependent on a well-functioning Public Administration; (c) a well-functioning Public Administration is a prerequisite for improved

service delivery; (d) it would be misleading to assume that Public Administration must stay stagnant as society evolves; and (e) when Public Administration is being reformed, four fundamental elements are addressed: “human capital, policy-making structures, government machinery, as well as revenue and expense management systems”

In addition, there has not been a significant amount of empirical research conducted on the development of public administration in countries still in the developing stage. As a consequence, more research is needed to understand how the development of public administration helps governments in developing countries to act more like the private sector.

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