

The Public Sector Rationalisation Trend Towards a Re-Focused Administrative Management: A Comparative Approach

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Abstract: The public Sector rationalization trend of most developing administrations addresses the possible institutionalization of a culture of performance in place of record of ineffectiveness of public sector organizations in achieving developmental goals. The strategic option of government has been to ensure that public sector organizations depend less on the government for their financial support and hence embracing the path of self-reliance. The overall-implication of this development has been to induce public organizations to forge a new management partnership with their private sector counterparts by adopting and adapting business-type management to their operations. Public administration as an academic field, argues this study, has to capture this emerging general management mood and assist in articulating approaches and strategies in aid of public administrations that have, in the circumstances, occupied the centre piece of public sector rationalization programmes of the administrative states of the developing world.

Key words: Public sector, rationalisation, trend, re-focused, comparative approach

INTRODUCTION

This study concerns the implications of the rationalization of public sector management for the conceptualization of public Administration in forging a new partnership between the public and private sectors. This is with particular reference to management orientations in Nigeria and developing administrations in general.

As a corollary, the federal government of Nigeria, (Okogwn, 1992) in explaining the 1991 budget and the National Rolling plan for 1991 to 1993, has observed that the background has been influenced by the need to forge a new partnership between the public and private sectors; the realization that the structural programme is working and that our salvation is in our hands; the death of doctrinaire socialism and the global trend towards market-oriented democracy, the rising status of Nigeria and of blacks in Diaspora, especially in the USA, Brazil, Saudi Arabia, Cote d'Ivoire and the Sudan, with Nigeria as the leading black country in the world. A former Nigerian military head of state, now an ex democratic president, Olusegun Obasanjo, complements by saying that, after over 3 decades of independence, romance and adventure with African socialism, Marxist-Leninist theory and practice, one party government, no party governance and military governance, Africa is a wash with new awakening for home grown and home nourished developmental attitude and orientation (Obasanjo and Mabogunjo, 1992).

Thus our intellectual re-appraisal of the conceptualizations of public administration is centrally

located within the context of the contemporary structural and process transformations of developing economies along the lines of economic liberalization and democratization. And according to the leading Black Country (Nigeria) in the world, the object of the public sector rationalization trend is:

To transform the operational methods in the public sector by adoption and adapting business methods in order to be able to face the new challenges of national development ... Administrators of these public sector organizations must be transformed into managers, skilled in scientific management, speaking management language, thinking in managerial concepts and working in accordance with management models like target setting, performance, measures, strategic management, cost-cutting (Babangida, 1992).

It is important to reiterate at this point that the central theme of this write-up is about the trend towards collaborative management efforts between private and public sectors, occasioned by pervasive structural adjustments programmes, thus a veritable approach aimed at tackling the developmental challenges of developing administrations.

Consequently, the study is organized into the following inter-related sub-themes to critically articulate both the theoretical and practical implications of the central theme, the conceptual comparative frame-work

which identifies and argue for, the centrality of management in forging workable partnership between both public and private sectors, conceptualizations of public administration which provide some insights into the overriding expansionist influence of public administration, within and outside the public sectors, into active area conventionally reserved for the national economies environment's topical area which provides some emerging evidence. Nigeria and a few other developing administrations, for the new public administration' for Africa that has to emphasis increasing collaboration between public and private sectors in the overall management of the national economies of these developing administrations and finally a summary and conclusion.

The framework for understanding the collaboration between public and private sectors is based on management thoughts on organization. The choice is based on its ability to induced collaborative efforts as distinct from fragmented approaches to Public Administration that have been unhelpful (Onyemelukwe, 1973).

Essentially, a cursory look at the theoretical literature on management suggests the existence of inter-related themes critical to a more heuristic, comprehensive and all-embracing approach to the study and practice of public administration in Africa. That is, within which a flexible re-orientation of the public sector towards an intellectual business-orientation administration can be required; given the sub-themes of management thinking.

The classical (Taylor, 1911) and non-classical (Mayers, 1946) sub-themes emphasize, respectively, the formal aspect and informal anatomy of organization management. However, the system approach (Scott, 1978) overcome the limitation of the classical and non-classical approaches by emphasizing mutually interrelated variables, thereby typifying a multi-dimensional collaborative approach to management. But, by stressing management universals, the system approach seems to undermine the relativity of management in practice. The situational alternative (Carlisle, 1975) is preferred to address management in practice where the theoretical structure of the system view on management is inflexibly inadequate as explanatory tool. In this vein, the situational emphasis for example, has made possible the flexible classification of public sector organizations in Nigeria into statutory corporations, Public Utility Corporation, development and Finance Corporation, Social Service Corporation, state-owned companies and mixed economies enterprises, Adamolekun (1983), in accordance with policy implication of government action (in addition to the traditional civil service) towards public sector management rationalization.

Regarding the theoretical centrality of 'management' in forging collaboration between both public and private sectors and thus clarifying the nature, scope and conceptualizations of public Administration in the total situational contemporary times, yet the conduct of public administration in Nigeria and developing administration has tended to give rise to crisis of management between both sectors. In this regard, a former Nigerian permanent secretary, a one time Nigeria's most-Senior civil servant, G.A.E. Longe, notes the unhealthy and unwholesome antagonistic position of practitioners of both public and private sectors of these developing economics, which necessitates the search for intellectual collaborative orientation:

Public Sector Operatives often assume that their private sector counterparts are out to manipulate the system by seeking loopholes which can be exploited while the private sector managers assume that their public sector counter-parts are ignorant and power drunk (Longe, 1991).

Management practices in the public sector; contrary to the general rivalry orientation in the evolution of the public sector vis-à-vis private sector in these countries is, in fact, not strange. It has been acknowledged that there was even an earlier arrival of management in the public sector as a whole. In acknowledging this, Keeling (1972) writes that, the public service, since it first came into being, had exercised responsibilities which today would be described as management. In terms of experience, it has therefore an advantage of several thousand years over the business corporation with which management if now so closely associated.

According to John Stuart Mill, when the business company appeared as a competitor it did not establish immediately any clear superiority:

Whatever it left to spontaneous agency can only be done, as far as the actual work is concerned, by the state-the defects of government management do not appear necessary much greater, if necessarily greater at all, than those of management by joint stock.

Remarkably, the traditional use of the discipline public administration, as the review, in an area of public life, of law, its enforcement and revision; and decision

making on cases in that area submitted to the public service (Keeling, 1972), has been limiting in its current nature and scope in this regard, Onyenolukwu (1973) notes that:

Rather than attempt to use current limited public administration knowledge to solve organizational problem, it would appear to be a better approach to apply all basic information to specific administrative problem --- Integrated conceptualization of public administration would represent an attempt to do this.

The limited conceptualization of Public Administration has been highly demonstrated in developing countries through colonial legacy. Thus, the discipline public administration has been limited, Lacking in comprehensiveness and intellectually grappling with a global trend towards articulating public sector liberalization policies. The Nigerian Udoji report on the public sector management, for instance, notes the colonial legacy of inadequacy in management practices of the public sector in meeting developmental challenges of Nigeria. According to the report:

In our view, the present method of management practice in public sector is inadequate to meet Nigeria's needs--- There must be a shift from management by administrative controls to results-oriented management. This requires a total re-focusing of all public organizations including the federal and state civil services, parastatals and the Judiciary 15 also acknowledging the fact that, the management of Nigeria's social and economic resources rests on the shoulder of a variety of public service organizations; they will have a very strong influence on the pace/shape of development that takes place in the years ahead (Udoji, 1974).

In the light of the above, Ademolekun (1983) has attempted an integrative and collaborative framework of the various conceptualizations which are somewhat overlapping in orientations. These are approaches embracing the formal, structural, public policy, human relations public bureaucracy; the scientific approach incorporating the behavioural, human relations and systems and the organization theory approach highlighting the classical theory, scientific management, human relations and system theory. Attempts to conceptualize public Administration have been variously

influenced by management orientations as determined by competitive business situations in the country.

CONCEPTUALIZATION OF PUBLIC ADMINISTRATION

Fundamental to the field of public Administration is the concern for both the actual activities concerned with the management of government business and the systematic study of these activities, that is, as practice and knowledge.

Public administration as knowledge : In this regard, it has been written about public Administration that:

As a body of knowledge, public Administration is directed towards the understanding of governmental administration. It is concerned with the knowledge of the accomplishment of the authoritative purposes of the state (Adamolekun, 1983).

Thus, according to Balley and Stephen (1968), Public Administration as the organization focuses on the development of 4 kinds of theories. Corson and Harris conceptualize public Administration as decision-making, planning the work to be done, formulating objectives and goals, establishing and reviewing organizations, directing and supervising employees, and exercising controls. Waldo (1978) defines public Administration as the organization and management of men and materials to achieve the purpose of government or the affairs of the state.

According to Pfiffner and Prothus (1967), Public Administration is concerned with the means of implementing political values. To Dimack Public Administration is the accomplishment of politically determined objectives. Davies says, in addition, that public administration can best be identified with the executive branch of government. Eiwick (1974) argues that public Administration has come to signify the organization, personnel, practices and procedures essential to associative performance of the civilian functions entrusted to the executive branch of government.

John Vieg veers a little and defines public Administration as that body of knowledge which embraces every area and activity governed by public policy; taking to include the formal processes and operations through which the legislature exercises its power in terms of the conduct of the legislature, the functions of the courts in the administration of justice and the work of military agencies as well as those of civilian character.

In defining public Administration, Nigro and Lloyd (1975) sum it up in the following ways: the cooperative group effort in a public setting; covering all three branches, the executive, legislative and judicial and their interrelationship; has an important role in the formulation of public policy and is thus a part of the political process; different in significant ways from private administration; and closely associated with numerous private groups and individuals in providing services to the country.

Continuing, Leonard (1950) say's that public Administration consists of all those operations, having for other purposes, the fulfillment or enforcement of public policy. Relatedly, Public Administration is conceived as the study of government decision-making, the analysis of the policies themselves, the various inputs that have produced them and the inputs necessary to produce alternative policies. Gerald Gaidon (1975) has thus observed that more recent definition of Public Administration have tended to emphasize policy making and programme execution, accordingly, the field is partly a system of inputs from an environment converted into programme outputs with an evaluative feedback; response to changing ecological conditions that create demands that can only be satisfied by public action through either government agencies or their agents.

Public Administration, to Ola (1994) is concerned with the coordination, shaping and carrying out of public policy; adding that the field operates strictly within legal framework since all its actions from parliament and executive are expressed delegated legislations. He therefore gives the major characteristics of the modern public Administration as being; highly differentiated in its roles; specific in its functions; clearly structured as the line command is clear; secularized; Universalistic rather than particularistic in its criteria; having sub-system autonomy and participant rather than authoritarian in culture.

Public administration as practice: Significantly, the above definitions have explored the varying ramifications of public Administration conceptualization influenced by the classical notion to the modern; from the formal through informal to the systems and situational induced management Orientations. The general theme has been the conceptualization of public Administration as a body of knowledge directed towards the understanding of governmental policies and administration. Besides, public administration, from the conceptual writings of scholars in the field, has also been portrayed as focusing on the activities actually engaged by government to which theories seek to offer useful explanations. Accordingly, it has been written.

As practice, public Administration is concerned with those activities which come directly under the ambit of the government, irrespective of any society-- which would include the collection of public revenues, management of public debts, maintenance of law and order, manufacturing and supply of goods and services, provision of social welfare services, notably education and health and so on (Adamolekun, 1983).

According to Adamolekun (1983), public Administration has been perceived as a conscious categorization of governmental activities into the protection of society as whole; the promotional activities or assistance to particular economic and social group; proprietary activities and the regulation of particular business or activities. A scholar notes that, in Nigeria, governmental work is carried out within the public organizations of the Federal civil service, the state, the local government, statutory corporations of federal and state governments, public companies or enterprises with full or majority ownership by either the federal or state government, authorities or commissions established by the federal or state government, the Nigeria police force, the armed forces and the judiciary (Adamolekun, 1983).

Ola (1994) has also noticed that the modern public Administration has been characterized by concerns in diverse areas of public policy action, namely, housing, health, education, family planning, payment of children's allowances, payment of unemployment, insurance and old age pension. As Udoji (1994) elaborately paints the Nigerian picture:

--in public service today, we sell insurance, mint coins, sail ships, refine oil--- areas that hitherto were the exclusive concern of their private sector have now become the concerns of the public sector. Thus, shipping, mining, steel production, production and marketing of food stuffs, the sales of insurance, entry into air, roads, rail transportation business as well as into telecommunications--- even the registration of births and deaths and the control of the use of land, all are interesting development in the growth of the sphere of government influence--- in fact, in federations, like Nigeria, the tendency now is for not only the Federal Government, but also the state government as well as the local Governments to seek interest in a more positive way to meet the demands which the modern public administration puts on government.

Grouping/segmenting resources for management decisions and results:

Essentially, public Administration, or Business Administration, as practice, seeks to apply the theories of administration to public or private sector management in order to maximize results in assets' (resources) management of the economy as a whole. This segmentation of assets' into organizational management has been variously conceptualized in relation to public administration, also relevant to business administration, as can be inferred below. It involves assets segmentation into specific organizational mission: public or private and management of same in the area of human, financial, material and time assets. Rakich and Dorr (1978) writing on hospital organization and management, dealt on health services administration from the public hospital manager's perspective. They identify the critical variables. The hospital as an organization, the management of hospital personnel, hospital unionization, quantitative approach to decision-making and health care policy issues and trends.

Ozley and Poskitt (1971) in applying management techniques to the construction industry, mentioned the central resource inputs; construction planning and control the critical method of planning, work study, statistics, budgetary and cost control and operational research. Dent and Aderaca (1971) apply the systems analytical approach to agricultural management lays greater emphasis on systems management and agriculture, techniques and methods of simulation, crop and live-stock systems, bio-economic system etc.

Amrins *et al.* (1984) commenting on manufacturing organization and management, identify critical managerial components of management as productivity and manufacturing management, management requiring manufacturing system design, design of manufacturing processes, industrial equipment, methods engineering, work management, material handling, physical facilities manufacturing control and manufacturing relationships in terms of personnel, financial and marketing management.

Berman and Evans (1984) on marketing management, identify the basic orientations of the marketing resource. According to both writers, the most effective marketing organization is consumer-oriented all elements of the marketing mix, not just advertising and selling are fitted together into a sound business plan to invest to build market share. They have highly developed marketing systems marketing dominates the corporate culture. The executives at the top are typically marketers setting the tone.

Compton (1979) presents the scope supplies covers;

purchasing, negotiating, ordering, communication and controlling supply needs, provisioning, planning resources for purchase or procurement, stock control, including the setting and maintenance of stock level, administration of supplies from intakes to dispatch, excluding actual use of processes of production, storage: housing of goods, their protection and preservation, handling of materials, packing, transportation, handling and distribution and stores management, in relation to purchasing and stock control.

According to Compton (1979), materials management on the other hand, goes beyond the aspects of purchasing and stock control. Material management is examined throughout supplies operations but particularly at the purchasing stages. It also relates to the Science of materials as it affects storage, handling and production in that the advance of technology will not permit those who buy, store and use materials to ignore their mechanical, chemical and other properties in supply disasters. It raises the issues of corrosion technology which is concerned with the economic selection of materials, with corrosion protection for machinery, plants and products.

Webber (1972) postulates that the philosophy of time management are both future and short time resource requires some understanding of how managers think and behave and attitudes about time affect decision-making and planning. Embodied in Webber's perspective are: first, that you will gain some insight into yourself, your prospective time and your behaviour at work; second, that you will learn some practical means to save time and manage it effectively, third, that you will gain greater understanding about how time affects management behaviour and decision-making and forth, that with such insights and understanding, you will develop your own philosophy of time and management that will reconcile the tensions of the past, present and future.

Donald (1975) writing on information resources and management system control locate 'control' in the management perspective of public Administration. He holds that control is basically of 2 sorts; the maintenance of an existing situations, bringing it back to normal when it deviates and the introduction of change into a situation, whether by making alterations to the existing situation or by creating a new situation. In both cases, the prime need is for information to guide motion.

Batts (1981) notes that financial management is achieved by measuring expenditure and income, ensuring that a reasonable balance is kept in hand and sufficient cash flow is maintained.

Against the above background of sectoral and assets

managerial orientations the Nigerian government in particular and developing administrations in general, have had to articulate these orientations into policy actions of national development capable of forging useful collaboration between the private and public sectors in the management of the economy. The Federal Government of Nigeria has had, particularly from 1965, to develop the Nigerian Energy Resources policy (Eboh, 1990), the transportation policy (Omiumu, 1990), Health policy (Amadasun, 1990), Fiscal policy (Achtms, 1990), foreign policy (Achtms, 1990), Industrial Policy (Achtms, 1990), Agricultural policy (Ogunfowora, 1990) and so on. The legacy of the Structural Adjustment Programme (SAP) of the Nigerian Federal government has had far reaching implications for the Nigerian economy in this regard as 'it has brought about government's re-appraisal of the regulatory environment to the exclusive/protection of the public sector. Considering the conceptualization of public Administration as theory and practice in relation to the private sector, Nicholas Henry provides an integration and comprehensive definition of public Administration. Says:

Public Administration is a broad ranging and amorphous combination of theory and practice designed to promote a superior understanding of government and its relationship with the society it governs, as well as encourage-public policies more responsive to social needs and institute managerial practices on the part of public bureaucracies that are substantially attuned to effectiveness, efficiency and increasingly, the deeper human requisites of the citizenry (Nicholas, 1975).

PUBLIC ADMINISTRATION AND ECONOMIC ENVIRONMENT

In Nigeria, to begin with, the Structural Adjustment Programme (SAP) of the Federal Government was designed to propel the battered Nigerian economy from an import dependent to a self-reliant and inward looking economy. Two critical objectives of the recovery programme (SAP) are: to restructure and diversify the productive base of the economy in order to reduce dependence on oil and imports and to reduce the dominance of unproductive investment in the public sector, improve that sector's efficiency and enhance the growth potentials of the private sector (Ogbemudia, 1990). The SAP policy action of the Nigerian Government has

been rationalized thus; that:

As the economy benefited from increased exchange earnings from petroleum exports in the early 60s to mid 1970s, ambitious.... Industrial projects were embarked upon by government... had invested heavily in a diversified portfolio of industrial projects... The poor returns upon these projects, however, could not justify the enormous public funds had been committed to their execution... Against the background... It became clear that a restructuring.... Was ... required... Nigeria embarked on a structural Adjustment Programme (SAP) in July, 1985... SAP has implications for Government and Industry alike... (Achtms, 1990).

Three principal strategies of SAP in furtherance of public sector management rationalization in Nigeria are the commercialization, privatization and the 1988 civil service Reforms sub-programmes. The Federal Government on 25th July, 1988 promulgated Decree No 25 of 1988 which provides for the privatization and commercialization of various enterprises in which the Government has equity interest (Ogbemudia, 1990).

The main objective of the sub-programmes are: to rationalize the public sector in order to lessen dominance of unproductive investment, to check absolute dependence of the public service organization towards a new horizon of performance. Okojie (1990) acknowledges the rationale of the policy action of government by perceiving commercialization and privatization as agents of change in inducing necessary changes in the management orientations of the public sector. Accordingly says she:

Public sector organizations are largely non-profit bodies although since the structural Adjustment Programme was adopted in 1986 in Nigeria many of the parastatal are being commercialized or privatized. Many of the public sector agencies were created primarily for the purpose of providing essential services to the public including power, water, communications, transportation etc. In Nigeria, the public sector also owned several types of enterprises ranging from Agricultural forms to highly specialized and risky ventures including iron and steel products, refineries, hotels, breweries, cement companies, banks, insurance companies, study mills etc. As at 1985, public sector investment in parastatals amounted to over # 23 billion --- Many of them are expected

to go commercial and be profit-making as in the private sector. This calls for a new orientation by their management which is expected to be result-oriented and not dependent on subventions as is the past (Okojie, 1990).

Thus, the list of public enterprises slated for full commercialization, partial commercialization, full privatization and partial privatization by the Nigerian Federal Government is very comprehensive in representing all identifiable segments of the National economy. The enterprises cover commercial and merchant banks, agricultural, cooperative and development banks, oil companies, steel rolling mills, sugar companies, cement companies, air and sea travel companies, fertilizer companies, study mills and motor vehicles and truck companies (Achtms, 1990).

The Nigerian government has further put in place the necessary machinery for actualizing its liberation policy on public enterprises. Thus, it has been written that public enterprises bureau on privatization and commercialization is charged with the responsibility of monitoring the performances of commercialized and privatized enterprises in the country with a view to ascertaining that the affected enterprises operated within the framework of their new structure (Braimah, 1992).

As a corollary, the 1988 Civil Service Reforms of the Nigerian Civil Services rationalize the professional character and authority patterns of the civil services along business lines to make them more results-oriented. A Nigerian scholar puts it succinctly.

The gains of SAP may be lost if both civil service and public service organization are left to continue to operate a system that existed since independence and unrelated to the new challenges. Thus, the civil service reforms came in 1988 and the Technical Committee on Privatization and Commercialization was set to address the problem of institutionalizing performance, achievement and productivity. It is expected that the civil service will be conscious of the results expected from it. In accordance with the reforms guidelines, the civil service has now been organized with professionalism in focus. In order to ensure accountability and discipline, the Minister is now the Chief Executive, that is the Accounting Officer of his Ministry (Ogbemudia, 1990).

Considering the close relationships among the policies of commercialization, privatization and the civil service reforms in inducing collaborative management effort between both public and private sectoral management of national assets of the economy,

Ramphaeh *et al.* (1964) remarks thus, Public sector management broadly defined covers all phases of management in government bureaucracy and parastatals.

Other developing administrations: The general pattern in developing administrations is one with huge financial losses in the operation of Public Enterprises (PES). Thus, it has been documented that:

Several reports--- show that PES in developing countries have lived with large financial losses. In African countries, reports show that Egypt, Somalia, Tanzania, Algeria and Nigeria have operated between 38 and 56 % annual financial losses over the past ten years. In Asian countries of Bangladesh, Indonesia, Sri Lanka and India, financial losses range between 20 and 50 annually, the story is the same for Jamaica and Mexico (Bedford and Nwanki, 1986).

Given the several financial losses recorded by these developing administrations, it is apparent that developing countries should adopt commercialization and privatization instruments for redressing the poor economic situation of public enterprises. The picture presented in this way, that:

In 1985, Nellie estimated that there were 3000 public Enterprises in sub-saharan African countries--- Fadahunsi --- has stated conservatively that there are 5, 000 public Enterprises--- The current public Enterprises Literature seems to be advocating privatization/commercialization as the panaceas that would meet all the objectives of many counties (Bedford and Nwanki, 1986).

Thus, the indication of the trend towards business oriented public Administration lies in the emergent public sector rationalization through the privatization and commercialization/civil service reforms strategies. This can be seen from nation by nation presentation. Narain (Bedford and Nwanki, 1986) reports that public enterprises, in India, are not conceived as institution that should be allowed unrestricted commercial operation. In Korea, the Philipines, Brazil, Pakistan, Singapore and Japan, Lalk (Bedford and Nwanki, 1986) reports that government intentions in public enterprises are merely promotional because government sells these enterprises as soon as they reach the operational stage to the private sector. In Israel, Aharoni (Bedford and Nwanki, 1986) reports that enterprises are usually required by government to behave in the same way as private firms.

Anasstassopoule (1986) commenting on the public enterprise has said that there is frank affirmation of the imperativeness in urging the public enterprises to manage

themselves just as the private enterprises do in a competitive environment, while in the meantime using then as privilege means of political instrumentation. Bedford and Nwanki (1986) hold the view that empirical evidence shows that these governments support public enterprises as agencies of government that would be economically beneficially to the country. Thus, the privatization of key sectors of the Nigerian economy by the president Olusegun Obasanjo administration 1999-2007 could be explained as a pattern of public sector rationalization of public enterprises in particular in Nigeria.

CONCLUSION

This write-up began by adopting 'management' as the conceptual framework of comparative analysis between public and private management in adopting strategies, tactics and approaches for transforming resources asset-inputs into outputs. The choice of the management framework is premised on the ability of management to induce congruence and collaboration between both public and private sectors of the economies of developing administrations.

Against this background, public Administration has been conceptualized as both theory and practice, indicating some interactions and collaboration between theory and practice, on one hand and indeed between public and private sectors on the hand. As theory, we have explored the isolated dynamic and multi-dimensional comprehensiveness of the systems and situational orientations. As practice, public Administration has been deemed to explore the manifestation of the theoretical abstraction in the actual conduct of public affairs through institutional and process framework. It identifies the actual work of the government in applying its administrative machinery, which has been consciously segmented into resources assets, for professional practice consistent with business practice of the private sector to promote greater effectiveness in the public sector.

It is considered inadequate that the various conceptualizations of public Administration considered in this write-up and indeed most definitions of the academic area of inquiry, tend to acknowledge the place of cooperative group effort in a public setting but without consciously extending the same reasoning to the possibility of a conscious collaboration between public and private sectors in the overall management of the resources of national economies to attain collective objectives. Thus, public Administration conceptualized as both theory and practice together with segmented assets management, embraces all aspects of the economy to which the academic field of study now addresses itself in

contrast to the anti developmental tendency to limit public Administration only to activities conducted within the public sector; thus ignoring all other activities outside the public sector to which public administration has continued to exercise tremendous influence in developing administrations.

Therefore, the conceptualization of public Administration, in this content, seeks to explore all business and non-business potentials for collaborative management efforts between both sectors of the economies of developing countries. This is to promote results-orientedness and professionalism for efficiency and effectiveness and de-emphasize counterproductive rigorous exercise of administrative controls which has been the bane of the public services in developing administrations.

This chapter has also examined public Administration in relation to the economic environment of developing administrations. Beginning with Nigeria, the study identifies the policy action of commercialization and privatization and the 1988 civil service reforms as radical attempts by the Federal Government of Nigeria to expose the inadequacy of the field of public Administration Literature in its aged-long dichotomy of the theoretical and practical orientations between public and private sector management orientations. The pervasiveness of a common policy thrust, regarding public sector rationalization in other developing.

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