



# HUMANIZATION IN A POSTMODERN ERA OF CHALLENGES AND TRENDS IN BUSINESS, TECHNOLOGY, EDUCATION AND PUBLIC ADMINISTRATION

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## ABSTRACT

*Towards the end of the century the vortex of argumentation is accentuated on the administrative branch of government. Scandals involving elected officials prompted the reform initiatives; yet, there is less consensus on the suitable elements of the reform agenda. The reformed era occurred up to early 1970's wherein it was the threshold of the separation of politics from administration and the establishment of a professionalized public service. The next era known as the ethics reform depicted the social, political and cultural changes geared toward a greater individual responsibility. The next period was the rediscovery of the ethical principles of the reformed era. It occurred in the late 1980's. It grappled with the contentions on maintaining an affirmative viewpoint in an anti-government era. This reconstruction period attempts to make the classic ideals of progressive public administration relevant. 1990's was perceived as a challenge to the values and ethics of neutral public administration. This is known as the reinvention period.*

*To correct lack of responsiveness and accountability, reinventionists call for decentralized government, flattened hierarchies, labor-management collaboration and empowered public servants.*

*The current crisis in government ethics is confined to elected officials. Professionals, career public servants are held to the highest ethical standards and expectations and for the most part, their performance is quite good. Public administration theorists and practitioners continue to struggle with establishing the proper balance between democratic control of the bureaucracy and the professional discretion and choice that is essential to effective administration. From the ethical standpoint, taking personal responsibility for bureaucratic discretions and actions implies and demands administrative discretion that composes the principle of personal responsibility for public servants.*

*At present, public administration upholds good governance and e-governance for the future. Good governance and sustainable development are indivisible. Without good governance – without the rule of law, predictable administration, legitimate power and responsive regulation – no amount of funding, no amount of charity will set us on the path to prosperity. We are fully engaged in efforts to improve governance around the world. Good governance is indispensable for building peaceful, prosperous and democratic societies.*

## KEYWORDS:

*governance, capitalism, technology, humanization, administration*

## INTRODUCTION

Adam Smith analyzed capitalism as an economic system and not an ideology synonymous to liberalism in 1776 and was implemented by the new American Republic those skills (private enterprise on the basis of private property; free market and free competition on the basis of a spirit of service and altruism; free sources of finance, on the basis of thrift and

productive investment; and free association on the basis of communal team spirit). A waning of those values would bring about a proportional rash of social injustices and economic crises from a substitution of selfish consumerism for those virtues propelling economic growth and wealth. The danger was not in the capitalist system but in the risk of succumbing to that liberal ideology. Its contamination or

weakening by a liberal ideology turned into a selfish secularism and its consequent contraceptive imperialism aimed at the rest of the world. It is hedonistic consumerism rampant within the capitalist system. It is based on flawed anthropology, blind to the transcendence of the human person, with its consequent liberty and rights, including the right to private property and economic initiative.

Pope John Paul II reaffirms the right of economic initiative known as the freedom of enterprise. The moral causes of prosperity reside in a constellation of virtues: diligence, competence, order, honesty, initiative, frugality, thrift, a spirit of service, keeping one's word, courage; in short to love work well done. Without these virtues, no social system or structure can magically solve the problems of poverty; in the long run, the pattern and the performance of the institutions reflect these habits of the human subjects which are essentially acquired in the educational process and shape an authentic work culture. It is the human rights of the individual, and in particular of the "working class", the family and education, the duties of the State, the ordering of national and international society, economic life, culture, war and peace, and respect for life from the moment of conception until death.

## HUMANIZATION

Humanization is both growing towards the fullness of human maturity, and transforming the world into a place where the best in human persons can be brought out. The first alludes to what we call in Filipino *pagpapakatao*, while the latter alludes to *pagpapakamakatao* whether its reference be that of making people more humane or the environment more salubrious to and promotive of human wellbeing. Filipinos sometimes say "sapagkat kami ay tao lamang" in order to excuse our failings, faults and imperfections. We expect from people something and say "magpakatao ka", meaning, you've got to do something more worthy of yourself. Humans comprises distinguishing characteristics which set them apart from the rest of the world.

Man is a conscious being (*kamalayan*). He is a thinking being (*pag iisip*). He has sensation and locomotion. But, he is rational. He can think and that makes a world of difference for human beings. One who has not the habit of thinking is a man who acts impulsively. A truly human person does not make others unhappy or miserable unnecessarily. He is extremely pleased with such a thing as continuing professional education. For to know is to be conscious. To know more is to be more conscious. To know less is to be less conscious, and that way, less human.

The person is a rational being. His / Her nature emerges and is fulfilled in one's various relationships.

### A. In Relation to the Self

1. **He has intellect and free will** – Everyone is endowed and blessed with natural capacities and abilities. Primary here is the ability to reason and decide freely. The person has the ability to grasp, recognize, and appreciate truth and goodness, and the ability to choose among options to promote or disregard truth and goodness.
  - a. The person has the right to seek the truth and act in freedom. He has the right to free expression, to information, to education, to assembly, to worship and to collective action to freedom.

- b. With freedom comes responsibility. While a person has rights, he also has the duty to respect the rights of fellow humans, to promote the welfare of everyone, and to be accountable and responsible for his acts.
2. **He has dignity** – Everyone is bestowed an inherent dignity which demands unconditional respect. The person, by virtue of his dignity, is an end, and not a means or tool. The demand for absolute dignity invalidates all manipulation of persons as justified even if the end is ultimately the person.
3. **He is created in the image and likeness of God** – He is both mind and spirit. The person is a co-creator, co-worker, and co-savior of God. Creation and salvation is an ongoing process, and we are all a part of it.
4. **He is ambivalent** – Man has the capacity for both good and evil. He has the ability to go beyond self-interest and work for justice and goodness. On the other hand, he is also capable of selfishness and oppression. This implies the danger of empowering a person with absolute authority and influence. There is a need for checks and balances if we are to help deter a person from succumbing to his natural weakness. Another implication is that there must be a constant choosing / opting to do good. Because of our ambivalence, it takes practice to be / do good.
5. **He is limited** – Man's life is limited. But we see the significance of death is on how life was lived – whether we opt to do good or not. The person is also limited in his capacity to know and do good. The truth unfolds, and we can only know at a given time. This implies the need for an ongoing questioning of personal values, openness to criticism, the need for sharing and communication because there is no monopoly of truth.
6. **He is unique** – Each person is different and has his own contribution to society. Because of this uniqueness, we cannot label or put a stereotype on anybody. The uniqueness of a person has to be respected. Overemphasis on collectivity should not be at the expense of the uniqueness and dignity of each person.
7. **He is an embodied subject** – The person is in charge of his or her own life. The person is a moral agent with a certain degree of autonomy, and self-determination empowered to act according to his or her conscience, in freedom and with knowledge. It uses a more unitive expression than the familiar one of "body and soul". Embodied subject implies that our bodies are not accessories. It is essential to our being integrated persons. Our bodies are symbols of interiority and are subject to the laws of the material world. Bodily existence also means that we must accept our genetic endowment, which sets the baseline for certain possibilities and limitations to our physical, intellectual, and psychological capacities.

Man is also an embodied being. Our bodies are the means by which we touch the lives of other humans. By it, we communicate with one another and can move other physical objects, shape them into tools for technology and the modification of our physical environment. Through our

bodies, we are able to create history and civilization. We have personal conditions which are products of factors beyond our control, and which constitute our facticity. Our physical nature requires that we remain in a state of good health and seek to have good nutrition, regular rest, recreation, and exercise.

1. **An historical subject** – An embodied subject is necessarily an historical subject. To be an historical subject is to be relentlessly temporal and is part of a progressive movement toward our full human development. The moral significance of the personal historical process is that one's moral responsibility is proportionate to his or her capacities at each stage of development. As historical subjects, our moral reflection must be as dynamic as the human life, which it intends to guide.

#### **B. In Relation to Others**

1. **Each person is a social being** – Every individual is oriented towards other people and needs their company. He fulfills himself with and through others. Through and with the help of others, a person's limitations are filled and potentials furthered. **He is a relational being.** To be a human person is to be essentially directed toward others. Human persons need to live in social groups with appropriate structures, which sustain human dignity and the common good.
2. **Each Person is of equal value with other persons** – Although natural inequalities may exist, God has gifted all with equal dignity. We are equal in basic rights and needs.

**C. In Relation to society** – The person's relationship to society is not only to other people but to structure as well.

**Structure** – mirrors the dominant values of the people and economic relationships. It is an organized pattern of interrelated rights and obligations of persons and groups within society analyzed in terms of status, roles, norms and institutions.

1. **Man is intervenor** – Man creates the structures of society by actively or passively sanctioning /strengthening them. Although he is shaped partly by his past, the person also shapes the future. He can help change and direct society and the history of the nation and not the history determining the person.
2. **Man as Patriot** – The country is considered a person's bigger family, since he / she is inextricably linked with others and society. We are responsible and accountable to the future generation.

#### **D. In Relation to the World**

1. **Work** – The person interacts with the world through his / her work. Work is a means to fulfill one's personhood and to glorify God. In doing so, the Lord's mandate to have dominion over the earth is exercised.
2. **Caretaker** – The things of the world are for all people to use – not adored or amassed. We are responsible for the preservation and development of the earth.

3. **Voluntary Simplicity** – The things of the world were given to us to help us know, love and serve God. Anything that is a hindrance should be rejected.

#### **E. In Relation to God**

1. **Person as Transcendent** – The person needs to relate to a Greater Being. The temporality is transcended because of the touch of divine in each person. The person has but one final goal – God. We are all given missions to fulfill.
2. **Person as having a Conscience.**
3. **Person as a Child of God** – By virtue of the Incarnation and Redemption, people have earned the right to the kingdom of God.

#### **Pagpapakamakatao**

*Pagpapakamakatao* is the activity and sustained effort to seek to transform ourselves and our surroundings into factors more contributive to our human fulfillment. It means for us individually the task of making ourselves truly fulfilled and fulfilling human beings. We are aware of people we have met whose personalities are so pleasant and rich so that mere association with them is itself an opportunity for growth and satisfaction. Such people are *makatao* because their existence fosters the humanity and self-fulfillment of others. When we have come across such people, we come to realize what is it we need to do in order to be creative persons in society, the persons who become the reason for the growth and development of other people. Such are *makatao* not only in the passive sense of being pro-people, but in the active creative sense of being the efficient cause of the growth and development of persons towards self - realization and self-fulfillment.

Technologically, it involves the transformation of the physical environment either through control or manipulation into the conveniences and technology which make life more satisfying and less painful. It involves ridding the environment of toxicity from pollution and other forms of poisoning. It creates an environment conducive to good health of people. *Pagpapakamakatao* makes the environment humane and human. it also means the active transformation of the social and natural surroundings in order to make them favorable for the growth and development of human beings. It means running a peaceful and orderly society through effective and just government. It means making the economic environment fully productive of the needs of people for food, clothing, shelter, medical care, communication and transport. It also means providing the means by which man's rationality develops through continuing education.

A society full of violence and crime is not humane. A dirty, polluted environment is not human. Envy, destructive competition, inefficiency, incompetence, corruption, and every form of unethical behavior or professional malpractice are forms of being anti-people which is the opposite of *pagpapakamakatao*. After all, we have and still have such inhuman and dehumanizing oppressive forces around us to struggle against before we can achieve a fuller humanity as individuals and as society.

Everyone can truly appreciate a peaceful, orderly, clean, beautiful, and efficient environment. In just such an environment, we might be able to live longer, happier, more creative, and fulfilled lives. What can be more human than that? And all because man has been liberated from all oppressive structures in his society and physical environment.

He is a person who happens to have a profession or occupation; not a professional who happens to be human. He is a who rather than a what. He is the author of his own destiny, the chooser of what he wants to become. He is his own project; and at the same time aware that we help one another achieve our aspirations. We, also, are our project.

### **PUBLIC ADMINISTRATION**

Public administration is the basis of government and the instrument of change in society. It plays a pivotal role in the life of the people. It is the instrument for executing laws, policies, programmes of the state. It is a stabilizing force in the society as it provides continuity. It is instrument of national integration. In public and private administration, the following criteria must be met:

1. Relations to environment – Public administration are subject to public scrutiny: public demand and expectations; political pressures. Private administration are less exposed to public inspection. Internal processes are kept from public. The response are guided by market dynamics.
2. Accountability – Public administration are accountable to the public. Transparency in transactions are expected. In private administration, management are accountable to owners of firms/corporations.
3. Measure of performance – In public administration, general public satisfaction is the gauge in the improvement in the quality of life, whereas, in private administration, profit is the bottom line.
4. Nature of Goods and Services – public administration is open to all. Availment in private administration is based on ones ability to pay.

To understand the diverging trends of public administration, it is pivotal to analyze the diverging contributions of public administration into our humane society.

1. Acknowledge and defend the unique and vital contribution of public administration. The basic for a new strategic plan must be clear as to what public administration has and can contribute to good governance of our society. Public administrators are not value-free technocrats who simply carry out the instructions of elected officials.

Public administrators have always helped to shape policy that serves the public and implemented policy and delivered services with a commitment to effectiveness.

2. Expand the commitment to equity. A configuration of establishing a postmodern, professional, democratic public administration is fostering standards of fairness and the due process and reducing favoritism and arbitrary treatment of citizens. Recently, there is a growing realization that there are basic inequalities in society that will never be corrected by simply treating everyone equally and that existing government programs can perpetuate inequality. Public administrators must redistribute resources to reduce inequalities.

A commitment to equity should be an overriding concern in the work administrators do in policy formulation, implementation, and management because equity issues stems in all these spheres. Individual agencies can use the same standard to conduct an equity inventory of their programs, procedures and performance. The goal must be focused in identifying pitfalls and undertake **corrective changes** concerning the following:

- A. Procedural fairness such as in assessment of problems or contentions in procedural rights (due process), treatment in procedural sense (equal protection), and application of eligibility criteria for existing policies and programs. It configures management practices involving fields such as hiring, promotion, and award of contracts.
- B. Access – distributional equity. It is vital to review current policies, services, and practices to determine the level of access to services benefits and analysis of reasons for unequal access.
- C. Quality – process equity. It is of utmost importance to review the level of consistency in the quality of existing services delivered to groups and individuals.
- D. Outcomes – analysis of disparities in outcomes for population groups such as by income. Are policies and programs having the same impact for all groups and individuals served?
- E. Implications. What should be done to correct pitfalls through the changes in policy, service delivery, and management?

It addresses vital cause of public distrust of government and evade demonstrating ourselves as the enlightened one and benighted in handling equity contentions.

3. Respond proactively to the new good governance. Public administrators operates in a changing environment and respond affirmatively to these changes. In a world of new good governance, public agencies worked along with nonprofit organization in addressing public problems and escalates nonprofit and private business are used as the agent for delivering public services. Public administrators can play an initiating and integrative role in mixed participant and cross jurisdictional networks. Public agencies are sharing tasks with other organizations or monitoring the work of contractors rather than delivering services directly. Public administrators do not have a monopoly of expertise or information as interest and advocacy groups become more active and no corner on public serving values as nonprofits foster their own viewpoints of how to serve the public. **Features of public administration engenders new good governance:**

- a. Professional administrators and their agencies bring a distinctive orientation to the process. They assist to shape and articulate goals for a jurisdiction or policy/service and develop ways of determining whether the goals are met.
- b. Administrators foster coherence, coordination and continuity
- c. Public administrators infuse the process with public service values and integrity.

Public administrators are committed to the democratic process and seek to insure that discretion making in new good governance processes is open and inclusive. They also insure that the process of implementation and management of programs comprises suitable provisions for accountability. They have special competence who can understand the process of good governance and are experts at managing organizations, agreements with other organizations, and alliances of organizations. They are effective at interacting with the full range of participants in governance and at communicating through a full array of media. They have a strategic planning and systematic discretion making capabilities. They can lead even those who are not subordinates or followers. They have methods for measuring

performance and evaluating results. They can design and guide new good governance arrangements.

As a synthesis, public administrators have appropriate orientation, values, skills, and experience for new governance.

#### 4. Strategic manpower development in public sector

There is the necessity to educate and develop public administrators. It is pivotal to consider a campaign to recruit a new generation of public servants. Political leaders across the ideological spectrum would support this campaign. The call to service is not to have a secure position or to be a compliant technocrat. The new generation is a committed professional who bring distinctive competence and values to serve the public, the community, and elected leaders in government. They are public servants who does not work in closed bureaucracies but rather works in flexible organizations. They stand on the shoulders of dedicated public servants and simultaneously facing new challenges.

#### 5. Issues in research and doctoral programs

- a. In the academic multi-discipline of public administrations, the development of empirically-based research has been slow in emerging. Much of the public administration literature fosters normative positions with little research basis. This weakens the credibility of these norms among people outside the public administration circle where many believed that a commitment to public service is a mask of respectability worn by self serving (or uncaring, lethargic, wasteful, power-hungry, etc.) bureaucrats. The credibility and impact of our research depends on incorporating more social science research methodology along with other methodological approaches or would look for other additional ways to foster high quality research in journals, publications and conferences.
- b. There is a pertinent manpower development issue in the academe. We need to attract more doctoral students. We are not replacing ourselves.
- c. Doctoral programs can give more accentuation to research and could help students gain understanding of how societies govern themselves and to generate new knowledge about the formation and implementation of policy, political-administrative relations, implementation, the relationship between citizens and the government, the management of public resources, the performance of public-private networks or would go into mainline social science disciplines – political science, economics, psychology – into public administration.

To understand better, I focused only on the transition from Reinvention period to the present period of good governance.

Towards the end of the century, the vortex of argumentation is accentuated on the administrative branch of government. Scandals involving elected officials prompted the reform initiatives; yet, there is less consensus on the suitable elements of the reform agenda. The reformed era occurred up to early 1970's wherein it was the threshold of the separation of politics from administration and the establishment of a professionalized public service. The next era known as the ethics reform depicted the social, political and cultural changes geared toward a greater individual responsibility. The next period was the rediscovery of the ethical principles of the reformed era. It occurred in the late

1980's. It grappled with the contentions on maintaining an affirmative viewpoint in an anti-government era. This reconstruction period attempts to make the classic ideals of progressive public administration relevant. 1990's was perceived as a challenge to the values and ethics of neutral public administration. This is known as the reinvention period.

#### Reinvention (1992-Present)

Reinvention suggest that government needs to become more entrepreneurial. Entrepreneurial government seeks to move resources from areas of lower return to areas of higher return. It also suggests that there are measures and information available and that government discretion makers should benchmark one government activity against another (education compared to education) as part of the resource allocation process (budget-making). It also encompasses an efficacious commitment to both performance and ethical indicators. It must be a generation of results-oriented government and the acknowledgment of the importance of ethics in government.

Results-oriented government can more efficiently minimize corruption by focusing on performance measurement and program outcomes. A focus on results and not rules is a more effective method of making government work better and also more ethical. Reinvention paradigm is focused on responsiveness and political accountability in government. It also advanced the reform era notion of economy, efficiency and effectiveness.

To correct lack of responsiveness and accountability, reinventionists call for **decentralized government**, flattened hierarchies, labor-management collaboration and empowered public servants.

#### 6. Spiritualism -public ethical theory and practice

In the past, despite ethical foundation, many of the procedures and processes that define and circumscribe their work are designed to combat corruption (e.g., competitive bidding, merit appointments and promotions; and transparency laws). Most practitioners focus on production and leave the issues of right and wrong to the theorists. Well, values are at the heart of public administration and that its core values are adherence to the law, honesty, professionalism, personal morality and a commitment to the constitution.

The current crisis in government ethics is confined to elected officials. Professionals, career public servants are held to the highest ethical standards and expectations and for the most part, their performance is quite good. Public administration theorists and practitioners continue to struggle with establishing the proper balance between democratic control of the bureaucracy and the professional discretion and choice that is essential to effective administration. From the ethical standpoint, taking personal responsibility for bureaucratic discretions and actions implies and demands administrative discretion that composes the principle of personal responsibility for public servants.

The contemporary period is labeled as spiritualism.

In the field of education, the explosion of competency-based education development and predictive analytics are poised for major growth. Administrators will find new ways to use predictive analytics to improve student outcomes and a range of other metrics on campus.

The pendulum swung on accreditation reform and competition from alternative providers will continue to challenge traditional higher education.

It is knowing student's noncognitive strengths and challenges can help increase retention, persistence and graduation rates. It is also expected that a number of closures and mergers among higher institutions to increase.

**There are 5 global trends affecting the public administration landscape today:**

The field of public policy administration is ever-evolving but its seeing more dramatic and rapid change today than ever before. A mix of technological and social trends have markedly impacted the way policy is developed and implemented on every level from the hyper-local, to the global.

1. technological boom – the increased power and accessibility of technology as the core of most massive perceptual and lifestyle changes in the past decade. More people have cheaper, faster access to stronger, more portable technology that allows to find and share information. Technology has been a deciding factor in everything from local elections to an entire nation's popular revolution. Technology changes the way the news is reported, the way law enforcement works, and the way leaders communicate with their constituents.

2. Grassroots campaigns – using technology as a springboard grassroots campaigns have become the backbone of social change to raise awareness about issues, promote candidates for public office, and even regulate business. This has led to fairly rapid changes in law and policy in traditionally slow-moving systems. The escalated power, at the grassroots level, of local advocacy groups and large organizations has created a domino effect of successful campaigns to enact social change.

3. Global thinking – escalated awareness of world spanning issues, as aided by technology and grassroots campaign means more people are becoming globally minded. Things like environmental sustainability, rights for women, and international trade are topics argued by growing numbers of people everyday. Therefore, local policies become similarly global in mindset, as seen in the debates around the globe.

4. Democratization - foreign affairs have also changed in regard to the complexities of democratization movements in non-democratic regions. Public Administration skills must include a conception of democracy not as an either or binary, but a spectrum.

**5. Sustainable systems**

Applying simple market principles related to perpetual growth and prosperity has led to boom in every aspect of society. With global economic crises now a fact of life, public policy is joining many other systems in fostering sustainability. This means a reduction in waste, corruption, and inefficiency for the sake of realistic long-term planning. Public administration professionals must keep an eye on the future to ensure today's policies remain functional for tomorrow's problems. Today's ideal public professional is tech-savvy, communicative, globally minded and efficiency driven. This requires constant learning and the will to stay informed.

During 1980's and 1990's ethic laws and procedures discourage and diminish the capacity of professional public administrators to exercise and accept personal responsibility for their government actions. Disclosure requirements for public administrator and even their family members, ethics officers, inspector general, ethics board and commissions probably deter criminal and ethically questionable behavior. They also serve to discourage aggressive pursuit of

administrative effectiveness through the exercise of decision and risk taking in public interest. In the field of public administration, 10 principles were valued up to 1990s such as: Catalytic government, Community-owned government, Competitive government, Mission driven government, Results oriented government, Customer-oriented government, Enterprising government, Anticipatory government, Decentralized government and finally, Market oriented government. The basic elements employed were strategic planning, incentives, flexibility, and result.

In the 1990s, legislators and elected executives are often trapped in a policy gridlock, with both major political parties fighting to occupy what is perceived to be the ideological middle in the general election, after courting the ideological extremes during the primary election. In such environment, policy direction from the bureaucracy and the responsive exercise of administrative decision may offer the best hope for creative public policy problem solving for the next decade. Instead, the most common response to policy gridlock is privatization. If the public sector cannot offer solutions to public problems rapidly, effectively and ethically, let's see what the private sector can do. Private sector provision of what were previously public services can offer competition, choice, profit-driven efficiencies and also results in a smaller, cheaper government. Short of privatization, the reinventionists and other reformers urge greater public entrepreneurship.

Ethical issues of public entrepreneurship can be managed. The lasting and substantial impact of the ethically motivated Government reforms of the early twentieth century was to increase the competence of the administrative branch of government and decrease the influence of politics. Privatization and the enterprise paradigm are reversing this trend with distinctly negative consequences for the ethical content of public policy outcomes.

**From government to governance – 1990 up**

Governance (Past) – The exercise of political, economic and administrative authority to manage a nation's affair. It embraces all the methods – good and bad- That societies use to distribute power and manage public resources and problems. Good governance (Present) – sound development management with 4 **key principles** such as accountability, participation, predictability and transparency e-governance (Future) – integrating information technology and external processes.

- 1) Public administration advocate and introduced the exercise of political, economic and administrative authority to manage a nation's affair. The basic elements of good governance: Accountability is synonymous to making public officials answerable for government behavior which they derive authority. The key dimensions are establishing criteria to measure performance of public officials institutionalizing mechanisms to ensure that standards are met. Specific areas of action concerns public sector management, public enterprise management, public financial management, civil service reform.
- 2) Participation alludes to enhancing peoples access to and influence on public policy processes. The key dimensions are undertaking development for and by the people. The specific areas of action are participation of beneficiaries and affected groups, interface between government and the private sector,

- decentralization of public and service delivery functions (empowerment of local governments), collaboration with non-government organizations.
- 3) Predictability alludes to the existence of basic regulations and policies to regulate society and the fair and consistent application of these.
  - 4) Transparency alludes to the availability of information to the general public and clear government rules, regulations and decisions. The key dimensions are establishing and sustaining appropriate legal and institutional arrangements, obtaining and upholding the rule of law, maintaining consistency of public policies. The specific areas of action is focused on law development, legal framework for private sector development.

Governance is not the sole responsibility of the government per se but the role of the market and civil society are of equal importance too and should also be recognized. Carino, in the year 2000 identified the factors that pushed for governance such as the quest for growth and development, the environmental movement, globalization and consolidating peace. These are practically the same values and virtues found in the UN Charter. Likewise, governance fosters the virtues of decentralization, participation, responsiveness and accountability among others.

The concept of good governance served as a general guiding principle for donor agencies to demand that recipient governments adhere to proper administrative processes in the handling of development assistance and put in place effective policy instruments towards that end. When there is good governance, there is sustainable development.

Annan exemplified that good governance is perhaps the single most valuable factor in eradicating poverty and fostering development. Good governance and sustainable development are indivisible. Without good governance – without the rule of law, predictable administration, legitimate power and responsive regulation – no amount of funding, no amount of charity will set us on the path to prosperity. We are fully engaged in efforts to improve governance around the world. Good governance is indispensable for building peaceful, prosperous and democratic societies.

Good governance is synonymous with sound development management. They then identified some key principles of development which may be considered as **elements of good governance** such as accountability, participation, predictability and transparency.

The 8 **characteristics of good governance** as defined by the united Nations

1. Accountability – a key requirement of good governance. Both government and private institutions are accountable to the public and to their institutional stakeholders. An organization or an institution is accountable to those who will be affected by its decisions or action. Accountability cannot be enhanced without transparency and the rule of law.
2. Consensus oriented – good governance demands mediation of the diverging interests of the whole community and how this can be attained. It also demands a broad and long term perspective on what is essential for sustainable human development and how to attain such development. This can only

result from a profound understanding of the historical, cultural and social concern of a given society or community.

3. Effectiveness and efficiency – good governance that processed and institution produced results that meet the needs of society while making the best use of the resources at their disposal. The notion of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.
4. Equity and inclusiveness – a society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This demands that all groups, but specifically the most vulnerable have opportunities to improve and maintain their well being.
5. Participation -is a cornerstone of good governance. Participants (male or female) could be direct or through legitimate intermediate institution or representatives. Representative democracy does not necessarily imply that the concern of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized which demands freedom of association and expression and an organized civil society.
6. Responsiveness – good governance demands that institutions and processes try to serve all stakeholders within a reasonable timeframe.
7. Rule of law – good governance demands fair legal framework that are enforced impartially. It also demand full protection of human rights specifically those of minorities. Impartial enforcement of laws demands an independent judiciary and an impartial and incorruptible public force.
8. Transparency – discretions made and their enforcement are obtained in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such discretions and their enforcement and implementation. It also means that enough information is offered and that it is provided in easily understandable forms and media.

There are six **basic elements of the seal of good local governance**: Good financial keeping, Disaster preparedness, Social protection, Business friendliness and competitiveness, Environmental management and protection, and Peace and order.

The central administrative level is characterized by very limited application of quality management and insufficient definition of responsibility for quality outputs. Among municipalities, heterogeneous quality of servicers and low pace of innovation are emphasized, but only in brief and qualitative terms. The strategy is incorporating the following key principles: openness and transparency, accountability, productivity and effectiveness and also credibility and reliability. The strategy stipulates the following **tasks of public administration reform** describing the visionary state of public administration by 2015:

1. Policy implementation through higher rationalization and transparency and implementation of strategic planning on the

- corporate aspect and in functional areas and their integration with budgets.
2. Improvement of policy-making and policy implementation through higher rationalization and transparency and implementation of strategic planning on the corporate sphere and in functional areas and their integration with budgets.
  3. improvement of quality and simplification of regulation.
  4. Improvement of vertical as well as horizontal communication and ensure synergies
  5. implementation of systems of continual quality management and evaluation of the practice (including the evaluation of clients' satisfaction and performance monitoring).

How can you reflect on challenges and harness opportunities? Thinking in time helps the public administrator implement **current trends** which include new governance, new leadership styles, generational change and succession planning, strategic and performance measurement, Citizen focus, reorganized work structure and process, e-government and e-democracy, service delivery. Innovation, ethics and transparency. The need to improve sustainability, along with the persistent fiscal crisis, makes of these trends relevant to cause the public administrator to think in time in order to implement these trends. **Leadership styles** are the pivotal trend that will help government maintain sustainability and prevent fiscal crisis. Such leadership styles caused formal authority to become almost obsolete and has led to innovative styles such as transformational, change agent, facilitative and situational. Each of these leadership styles is effective. But the key to leadership style is leadership ability.

Embedded within the transformational leadership are the elements of individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. Each of these characteristics is what makes the **transformational leadership** effective. The individualized consideration is when the leader keeps communication open and places challenges before the followers. Intellectual stimulation is where the leader challenges assumptions, take risks, stimulates creativity and turns unexpected situations in opportunities.

Inspirational motivation is where the leader articulates a vision that is appealing and challenges followers with high standards. Idealized influence is where the leader becomes a role model for high ethical behavior. This new leadership style implemented within government structure motivates the organization to follow aspects of thinking together, which leads to exemplary leadership such as modeling, creating challenges, keeping people inspired to achieve the mission and creating a learning organization. There were also **Local Governance Innovations** such as Environmental Governance, Disaster Preparedness, Transparency and Accountability. It is geared towards the following:

1. Improving Delivery and Quality of Services (social welfare, health, and infrastructure).
2. Local Economic Development (improving opportunities for investment).
3. E-Governance
4. Public Private Partnerships
5. Outsourcing
6. Participatory Local Development Planning
7. Adoption of Local Citizens Charter

8. Employing LGU Watch (Budget Watch, Procurement Watch, Environment Watch)
9. Benchmarking

Leading and Managing contribute diverging things:

Leading means enabling others to face challenges and engender results in complex conditions. Managing means organizing the internal parts of the organization to implement systems and coordinate resources to generate reliable performance

Leadership Practices:

1. Scanning – identifying internal and external conditions that influence desired results.
2. Focusing – directing attention and efforts to priority challenges and actions.
3. Aligning and mobilizing – uniting and motivating internal and external stakeholders to commit resources to support desired results.
4. Inspiring – creating a climate of commitment and continuous improvement

Management Practices:

1. Planning - preparing a set of activities, timeline, and accountabilities to meet goals.
2. Organizing – developing structures, systems and processes to support the plan of action.
3. Implementing – carrying out and adapting the plan of action while coordinating related activities.
4. Monitoring and Evaluation – observing, examining and assessing progress.

In our postmodern era, postmodern values of public management focused on values that are relative and priorities among them are established through the political process. Morals are not a substantial subject for policy management. Yet, Christians, believe in God and the Golden Rule and thus, negate the postmodern ethical relativism. Obviously, this disengages public administration theory from the ethical consensus of the general public.

**Post-reinvention era** (is characterized by flat organizations, empowered employees and public entrepreneurship) suggests that a new administrative morality may be of utmost importance and that the application of spiritual wisdom to the practice of public administration is both suitable and vital. Public ethics need to be made more central to public administration education. It involves the introduction of a broad spectrum of religious wisdom and values be included in the public administration curriculum. The challenge of reinvention resulted in a fundamental analysis of the field. It assaults the government and its ability to perform. There is a desire, however, to return to classical expression of values, ethics and ideals.

## CONCLUSION

We dealt with the crisis in public management – a decline in a sense of community and ability of society to act as a collective enterprise and a decline of values and public morality. The proposed solutions configured greater accountability for performance, fair procurement and fair hires practices, greater projections for and empowerment of whistle-blowers and stronger enforcement of ethics laws and professional codes of conduct. For the individual manager, it is necessary to accept personal responsibility for their public actions and to weigh the ethics as of the programs and the policies they set in motion. The stress is on the recognition that the options of compliance, vocal objection and resignation are also available as a personal protection and public response.

Our ethical reasoning and that of our profession continue to evolve.

We are in the postmodern period wherein a new era of public ethics where performance and morality will be accorded equal priority. The notion of some reinventionists that performance management alone will assure the proper level of public ethics must be negated. The contention that public entrepreneurship is too dangerous from an ethical perspective and should be rejected as a viable public management strategy must also be repudiated.

Public entrepreneurship is rising tremendously essential to meet the public's demand for higher quality, more responsive government that also cost less. Most public officials are not currently fully equipped to identify and analyze the ethical risks and dangers that a particular policy innovation may encompass. To deal with this skills gap, more comprehensive ethics curriculum in schools of public policy and administration must be implemented. This should be part of an aggressive on the job training program that must be a central element of advocacy agenda carried forward.

In addition to public education about the ethical choices that result from entrepreneurial public management, the training of public managers to understand private sector business methods and practices are highly commendable.

It is valuable to have the clear sense of public interest and the effort to establish professional norms of ethical behavior. Humanization is pivotal as we need to adapt the key concept of personal responsibility and the ethical imperatives on individuals in complex organizations. The assaults on government's role and competence demands us to rethink the place of government in society and the task of government. This requires us to reflect about the necessity to ensure that public administrators have a moral grounding. It is commendable to participate in basic argumentations such as: what are the values, ideals, purpose and ethics of the public manager/public servant.

It is also highly commendable to give more emphasis on education, competence and individual responsibility rather than investigation and privatization that will lead us into a new, more ethical and effective public administration for the twenty first century.

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