



READINGS IN

PUBLIC ADMINISTRATION

English Program – First Year – Second Part : English Section
A Supplement Lecture Instead of 14 March 2020

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Chapter Three:

Ecology of Public Administration

Learning Objectives

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After reading the current chapter you would be able to:

- Learn the origin and developments of ecological concept in public administration.
- Discuss the economic factors affecting the public administration practices.
- Discuss the socio-cultural factors affecting the public administration practices.
- Discuss the political factors affecting the public administration practices.
- Discuss the legal factors affecting the public administration practices.
- **Learn the Stakeholders' interests affecting the public administration practices and how managers could take an ethical decision.**

Introduction

- Public Administration cannot operate in a vacuum. It has to interact with the political executive, social-political interest groups, commercial and economic organizations etc, and above all with the people. Public Administration can be taken as a sub-system of the overall social system and has to interact with other sub-systems.
- The word “ecology” comes from the field of biology where it suggests the interdependence between animal species and their natural environment.
- In the same sense, there is a need for cross-cultural studies that emphasizes environmental effects on administrative structure and behaviour. He observed that Public Administration cannot ignore the effect of national psychology and political, social and cultural environment in which it works.

Introduction

The interest in the study of Comparative Public Administration (CPA) in the developing countries was encouraged by the following factors:

- i) American occupational administration during and after the WW-II,
- ii) The emergence of a large number of developing countries,
- iii) The extension of technical assistance to these countries,
- iv) The involvement of academicians in the administration of these assistance programs, and
- v) Rapid growth of behavioral sciences in general and comparative politics in particular.
- The basic premise of the ecological approach is that public administration may be regarded as one of the several institutions of the society. Its structure and functions can, therefore, be studied only in relation to these other institutions.

Stakeholders' interests

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Inducements and Contributions of Organizational Stakeholders

Source: Jones, Gareth R. (2013). *Organizational Theory, Design, and Change*. 7th ed. Pearson Education, Inc., Upper Saddle River, New Jersey. P. 29.

Stakeholder	Contribution to the Organization	Inducement to Contribute
Inside		
Shareholders	Money and capital	Dividends and stock appreciation
Managers	Skills and expertise	Salaries, bonuses, status, and power
Workforce	Skills and expertise	Wages, bonuses, stable employment, and promotion
Outside		
Customers	Revenue from purchase of goods and services	Quality and price of goods and services
Suppliers	High-quality inputs	Revenue from purchase of inputs
Government	Rules governing good business practice	Fair and free competition
Unions	Free and fair collective bargaining	Equitable share of inducements
Community	Social and economic infrastructure	Revenue, taxes, and employment
General public	Customer loyalty and reputation	National pride

Ethical decision and Organizational Stakeholders

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- Ethics help people determine moral responses to situations in which the best course of action is unclear. Ethics guide managers in their decisions about what to do in various situations. Ethics also help managers decide how best to respond to the interests of various organizational stakeholders.
- Philosophers have debated for centuries about the specific criteria that should be used to determine whether decisions are ethical or unethical.
- Next table summarizes the three models of what determines whether a decision is ethical: the utilitarian, moral rights, and justice models.

Ethical decision and Organizational Stakeholders

Utilitarian, Moral Rights, and Justice Models of Ethics

Source: Jones, Gareth R. (2013). *Organizational Theory, Design, and Change*. 7th ed. Pearson Education, Inc., Upper Saddle River, New Jersey. P. 46.

Utilitarian model

An ethical decision is one that produces the greatest good for the greatest number of people.

Managerial implications:

Managers should compare and contrast alternative courses of action based on the benefits and costs of these alternatives for different organizational stakeholder groups. They should choose the course of action that provides the most benefits to stakeholders.

For example, managers should locate a new manufacturing plant at the place that will most benefit its stakeholders.

Problems for managers:

How do managers decide on the relative importance of each stakeholder group? How are managers to measure precisely the benefits and harms to each stakeholder group? For example, how do managers choose among the interests of stockholders, workers, and customers?

Ethical decision and Organizational Stakeholders

Utilitarian, Moral Rights, and Justice Models of Ethics

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Moral rights model

An ethical decision is a decision that best maintains and protects the fundamental rights and privileges of the people affected by it.

For example, ethical decisions protect people's rights to freedom, life and safety, privacy, free speech, and freedom of conscience.

Managerial implications:

Managers should compare and contrast alternative courses of action based on the effect of these alternatives on stakeholders' rights. They should choose the course of action that best protects stakeholders' rights.

For example, decisions that would involve significant harm to the safety or health of employees or customers are unethical.

Problems for managers:

If a decision will protect the rights of some stakeholders and hurt the rights of others, how do managers choose which stakeholder rights to protect?

For example, in deciding whether it is ethical to snoop on an employee, does an employee's right to privacy outweigh an organization's right to protect its property or the safety of other employees?

Ethical decision and Organizational Stakeholders

Utilitarian, Moral Rights, and Justice Models of Ethics

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Justice model

An ethical decision is a decision that distributes benefits and harms among stakeholders in a fair, equitable, or impartial way.

Managerial implications:

Managers should compare and contrast alternative courses of action based on the degree to which the action will promote a fair distribution of outcomes.

For example, employees who are similar in their level of skill, performance, or responsibility should receive the same kind of pay. The allocation of outcomes should not be based on arbitrary differences such as gender, race, or religion.

Problems for managers:

Managers must learn not to discriminate against people because of observable differences in their appearance or behaviour. Managers must also learn how to use fair procedures to determine how to distribute outcomes to organizational members.

For example, managers must not give people they like bigger raises than they give to people they do not like or bend the rules to help their favorites.

