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Innovations in Public Administration's Effect on Raising Citizens' Expectations

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Research Article

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Abstract— This article examines how innovations in public administration (PA) contribute to sustainable development and how they affect people' expectations of government performance. Governments now want to modernize public administration, bolster its capabilities, and increase its effectiveness and accountability. In order to close the gap between the government and the people and to increase public trust as a crucial component, governments nowadays use a variety of strategies and tactics to learn about the needs of their citizens. This paper's goal is to analyze recent advancements in public administration within the context of globalization's difficulties, processes, and effects on people' expectations. people nowadays are mostly content with innovations in public administration, but it is important to continuously evaluate the successes of new innovations and their capacity to improve people' lives and raise their expectations. The empirical materials, comparative systematic analysis of public administration trends, archival research, policies, and bibliographical analysis are all considered research methodologies in this article.

Index terms— ICT, public administration, e-government, and innovation

INTRODUCTION

One of the primary instruments for realizing the interaction between the state, civic society, and the business sector is public administration. In this sense, encouraging innovations in public administration makes it possible to accomplish more ambitious development goals, such as economic benefits, poverty alleviation, peace, and institutional stability. As a result, this article purports to provide an active approach to research and studies that might make a tangible contribution toward future breakthroughs in public administration and raise citizen expectations. One of the biggest obstacles and a significant opportunity to accelerate the Europeanization process in many nations is the establishment of a stable, effective, transparent, competent, and independent public administration.The transformation process is most effective and efficient when it is characterized by (i) credible policymaking and planning, (ii) adequate and predictable resource flows, (iii) flexible delivery arrangements, and (iv) enforceable regulation, according to experience and the expanding body of empirical research in both developed and developing nations [1]. However, more experience is required to gauge voters' expectations on advances in public administration.

INNOVATION OF PUBLIC ADMINISTRATION

The Latin innovatio, the noun of action from innovare, is where the word innovation originates. According to the Etymology Dictionary, innovare originated in 1540 and comes from the Latin innovatus, pp. of innovare, which means "to renew or change," from in- "into" + novus "new." Thus, renewal or improvement is the fundamental definition of innovation, and novelty is a result of this improvement [2]. On a deeper level, innovation may be seen as a shift in how one approaches a task or as the practical use of discoveries or innovations [3]. The process of innovations in public administration is seen as a "ongoing process" and ongoing change in state thought and practice. Decentralizing public administration, streamlining processes, digitizing service delivery, and enhancing human resource development are all part of the continuous

process of public administration innovation. As a result, the innovation process incorporates strategies to guarantee accountability and openness in the public sector as well as strategies to draw in more foreign direct investment. One important tool for state-building is the innovation of public administration.
In public administration, innovation is an efficient and creative way to overcome challenges. Additionally, innovation is an open solution that is changed by its adopters rather than a closed and finished solution [4]. Simplifying the whole framework that governs how government organizations operate should be the first step in the restoration of public administration. Public administration innovation should be based on administrative system compatibility and administrative legislative changes.
Building at least a fundamental framework of pluralistic democratic ideals is necessary for the development of a contemporary public administration structure as a tool of the state and civic society. This comes after the realization that society is diverse and that there are many conflicting interests [5].

In addition to managing public resources, public administration should be held responsible for delivering high-quality public services. Through a culture of merit and professional responsibility, respect for rules and procedures—specifically, those that seek to enhance the administration of public finances—must be encouraged and rewarded [6]. Resolution 57/277 of the "General Assembly on Public Administration and Development" (dated December 20, 2002) reaffirmed the significance of an effective public administration, stating that "an efficient, accountable, effective and transparent public administration, at both the national and international levels, has a crucial part to play in carrying out globally accepted objectives, such as the Millennium Development Goals (MDGs). The Resolution emphasizes the need of "strengthening public sector administrative and managerial capacity-building, in particular in developing countries and countries in economic transition" in this regard. The adoption of e-services and re-engineering methods that analyze the existing state of play in delivering administrative services to people should be taken into consideration while analyzing the public administration innovation process. Changes in organizational structure, human resources, and the level of ICT adoption are all part of the innovation process. Public administration has undergone extensive changes in several nations worldwide.

A reform movement known as "new public management" or "reinventing government," which started in Great Britain and New Zealand in the 1980s and spread to other nations, including the United States in 1993, is the source of many ideas in public sector innovation [7]. New Zealand is the most well-known reforming nation, followed by the United States, Great Britain, the Netherlands, Germany, Sweden, France, and so on. Most dramatic changes were implemented between 1989 and 1992, according to the OECD. Over the last fifteen years, New Zealand has undergone considerable and well-documented reform [8]. New Zealand's State sector structures, methods, and procedures have undergone extensive and drastic restructuring since 1984. The overarching goal of structural reform initiatives is to greatly enhance the State sector's performance. This is achieved by first eliminating any functions that the government deems unnecessary for the State or that are obviously better carried out elsewhere, and then making sure the organizations in charge of the remaining functions are set up to provide their services as effectively and efficiently as possible [9].The UK is often referred to as the "textbook case" of new public management (NPM). Naturally, this nation was not the only one to implement a reform program since the late 1970s that focused on introducing managerial strategies and financial incentives to direct the creation and management of public services and executive government [10]. Britain is considered one of the "benchmark" situations, along with Australia and New Zealand, from which other nations might draw lessons to create their own public management reform initiatives [11].
Other OECD nations can learn a lot about modernizing the European welfare state from the Netherlands' regulatory reform. The most recent aspect of changing the Dutch model is the regulatory reform that started in late 1980 and has intensified during the last five years [12].
Since the empress Maria Theresia's public sector reform in 1748, administrative reform has been a persistent problem in Austria's public sector. Public sector reform has been a key component of the

majority of federal government initiatives in more recent times [13]. All institutional players at the national, regional, and municipal levels—including the corporate sector—worked closely together to establish the Austrian public administration reform agenda.

Portugal is known for its ongoing efforts and accomplishments, predicated on the possibility that society would have a positive perception of the state and public administration by the time all of the revised administrative services are implemented. Germany is known for its well-organized and efficient administrative system. Since World War II, Germany has undergone many phases of public administration reform. The weak and immature system gave way to a modern one with these modifications. E-government is no longer in its infancy in Germany, but its rapid implementation has been hampered by a number of issues, including budgetary constraints, the difficulties of the federal system, the poor standardization and harmonization of current projects, and the still low penetration of electronic signatures [14]. E-government is an important step of public administration reform. The "Bund Online 2005" initiative was launched in Germany in 2005 with the goal of enabling electronic services. According to empirical research, Germany's administration is robust and well-organized, according to basic Max Weber doctrine principles.

France, which is regarded as the birthplace of administrative law, implemented sectorial and partial reform aimed at improving some areas of public administration. The French government has been working to modernize the public sector for a number of years. A discussion about the proper extent and function of government in a contemporary democracy as well as the crucial difference between citizens as discriminating service customers and passive beneficiaries of government services is also part of the reform effort [15].

Greece began implementing the "Klisthenis" initiative in January 1995, which paved the way for the reform of public administration. The White Book "Greece in the Information Society, strategy and actions" was published in 1999, marking the start of the second phase. Public administration, the economy, the labor market, education, social welfare, telecommunications, regional development, and other areas of economic and social activity are all included in this worldwide plan [16]. The United States of America is regarded as a crucial starting point for research aimed at implementing public administration improvements. Although the empirical research on public administration reform in the United States is split and conflicting at certain points, it ultimately aims to achieve the same goal. In some nations, government innovation and reform entails overhauling an outdated bureaucracy within the framework of a recently democratic state. For other nations, this means fighting corruption head-on. Modernizing massive, antiquated bureaucracies and bringing them into the information era is a task for yet more nations. Government reform and innovation are worldwide phenomena, despite the fact that various nations have embraced them for very different reasons [17]. The politics, content, and ramifications of administrative reform initiatives in the United States have been greatly illuminated by earlier studies.

Nonetheless, there is still a lack of a cogent theory to comprehend the causes, relationships, and consequences of the development of administrative reform movements in the United States across time [18]. Transition is defined as moving from one situation, form, stage, activity, location, etc. to another in relation to public administration innovation in transitional nations. Since gaining independence, Slovenia has undergone extensive changes in its public administration, making it one of the most successful transitional nations. Slovenia's entry into the EU created new opportunities and challenges for its economic growth as well as advancements in its political and legal systems based on EU-accepted norms. Slovenia is regarded as an excellent example of significant achievement in this respect, and it serves as a model for other transitional nations about innovations in public administration. As another transitional nation impacted by globalization and European integration, Croatia has anticipated the modernization of public administration. At first, the reformation process was thought to be sectorial; nevertheless, it has now evolved into a global reformation. One of the main requirements and prerequisites for Croatia's EU membership is that its public administration operate in accordance with EU standards. For the years 2008–2011, the government approved a Public Administration Reform Strategy [19]. Croatia is working to make

all levels of government more open, effective, and sensitive to the demands of its people in order to complete its transition to democracy and a market economy. In Poland, structural changes started in 1990. Government transformation was a deeply political process rather than a technical one. Under particularly particular social and political conditions, the initial efforts toward the restoration of local government were taken. In opposition to the wishes of the current local state government, which opposed any reforms, reform was started at the federal level [20].
Three stages comprise Albania's public administration reform effort. Albania has selected institutional reforms with the following goals in mind: strengthening law enforcement agencies and policy development capabilities; enhancing democratic governance and public service delivery; and concentrating on the impoverished and social cases to facilitate their involvement in decision-making

[21]. The transitional nations are still in the early stages of e-government and process and bureaucratic procedure change.

CHALLENGES TOWARD INNOVATIONS IN PUBLIC ADMINISTRATION

Since the General Assembly passed resolutions 49/136 of December 19, 1994, and 50/225 of April 19, 1996, the difficulties confronting public administration across the globe have increased.
Only with a strong institutional and legislative commitment from the state could the public administration reform measures be sustained. It is evident that a number of operational problems arise when the changes are put into practice. Significant organizational and accountability capabilities is required for this. The relationships between the many political, administrative, and other stakeholders must maintain equilibrium and need a new set of skills for both politicians and senior public employees.
Both residents and corporations gain a great deal from the public administration process. However, concerns regarding overlap, efficiency, inconsistencies, difficulties, obstacles, etc. are also shared by people and enterprises. As a result, effective coordination between the various governmental levels is required.

Initiatives supported by EU member states to advance the use of ICT in the public sector have often sought to address possible issues brought on by the need to modify their public administrations' legislative frameworks to address the new issues and difficulties. To overcome some of the obstacles presented by the presence of particular Administrative Law regulations, however, pertinent needed adjustments are nevertheless often required [22]. In many developing nations, the use of ICT in public sector changes is hampered by a number of factors, including a lack of financial resources, a lack of trained IT officers, a lack of support, and a lack of political will for public administration reforms.
A lesser level of assurance for private persons and businesses may result from an insufficient or nonexistent adaptation of Administrative Law to the demands of technology, thereby endangering their crucial position as consumers of electronic public services [23]. In the next years, governments will have to figure out how to include more members of the public in the decision-making process. More significantly, governments—especially elected bodies—must take the initiative to engage the public in a broad discussion on whether or not ICTs can and should alter the present democratic dynamics [24].
In this sense, companies' IT departments should be made aware that security and privacy are essential not just for the provision of government services but also for fostering public confidence and trust in the online services and transactions they provide or plan to offer [25]. Countries with sophisticated and effective public administration are best equipped to handle new difficulties and problems in light of the globalization movement. As a result, the states are unable to implement crucial innovations due to the inadequate efficiency and advancement of public administration.

CITIZENS' EXPECTATIONS ON THE PERFOMANCE OF GOVERNMENT

In order to combat corruption and guarantee that public officials continue to be responsive to and accessible to the people they serve, a number of methods, including political, legal, and administrative ones, are used to raise citizens' expectations for government performance. Without these safeguards, corruption may become more prevalent. Feedback from the government is seen as the "community's assessment that the political incumbents and the system are responsible and will act morally." Because of the political contests, receptivity varies among nations. For a responsible government to favorably impact people' expectations, it must first convey a message that is understandable to the general public.
Web services are being used by national and local governments all around the globe to improve citizen orientation, cut red tape, provide one-stop shopping, lessen the administrative load on individuals and corporations, and boost public confidence in the government [26]. The government's openness, efficacy, efficiency, new advanced services, transparency, and citizen involvement have all been impacted by public administration innovation in recent years. The idea of trust in governance is complex and sometimes unclear. It includes more particular interactions with the government and its services as well as the dynamic interplay between the two, in addition to broad and systemic elements like the legitimacy given to the political-administrative system [27]. All of the developed industrialized democracies have seen a decline in public confidence in government and political institutions since the mid-1960s [28].
Because they don't think the government is accessible or responsible, many people nowadays don't trust it, and as a result, they are dissatisfied with the subpar services they get. In this perspective, the drawbacks are concentrated in a number of areas, including the expense of websites, the new stream of public inquiries, security risks, and the fact that websites only reach a portion of the people with internet access. Websites should only be used as an alternate form of communication since this is particularly problematic in developing nations.The investment required to transition from e-government apps to a more integrated linked governance stage has only been made by a small number of countries [29].
Declining public trust and participation in governance has hampered government operations in recent years. Opinion surveys and an increasing number of initiatives indicate that people do not believe they have a substantial impact on local choices or that government officials pay attention to them [30].
In order to make involvement more meaningful, leaders must figure out how to better and more often utilize traditional instruments like surveys, advisory committees, performance assessment committees, and community forums [31]. Dysfunction in the public sector stems from a lack of accountability. Public administration reform is demanded when people and the public sector are held to a high standard of accountability [32]. In addition to working to provide a stable economic climate that encourages private investment and company growth, the government must establish and uphold collective norms and regulations that facilitate effective communication between people and institutions [33].
Finding the ideal balance between skepticism and trust in government will always be challenging since it is more than just a service provider. However, widespread cynicism and very low faith in government performance may undoubtedly have negative effects, weakening democratic institutions and making public service less appealing to talented people [34].nAdditionally, better tools are required to re-engage residents in the conversation regarding community progress and direction. Government representatives should collaborate with people to remind them of the reasons for the establishment of government and the advantages it offers in order to win back their faith [35]. Government legitimacy is increased via improving public policy and fostering confidence in the government. It is the responsibility of governments and other information holders to provide a high degree of data security and protection. Therefore, improving the efficacy of e-government activities in the public sector requires highly skilled personnel.

BRINGING THE ADMINISTRATION IN THE SERVICE OF CITIZENS

One of the means by which citizens are able to reach public services is through participation in the governance. Regular consultation and active participation of citizens in governance strengths the relationships with public authorities. A citizen should be viewed as a partner in government rather than a mere customer [36].
The success of the initiatives for an effective administration depends on the citizen’s commitment. The

citizen's approach toward the digital era is topic of different studies. Most of the citizens feel that the reform of public administration shall save their time, while the others would like a better cooperation between local and central government in order to enable easier access for the public services. The governments should give priority to the programs that attempts to increase the founds for an effective, efficient and transparent administration.

Modern concepts of the administrative system rest on models of the administration as a complex and dynamic system of human interaction [37].

The implementation of the concept of One-Stop shops gives the citizens the opportunities to hold all government services through their preferred channel and without the need to approach different civil servants of various authorities [38].

The European Commission established an Information Society Forum (ISF) in 1995, in order to enable an open discussion to take place on the different aspects of the information society, particularly social and cultural aspects, involving all relevant groups of society in Europe. On 12-13 November 1998 the ISF organized a conference in Vienna entitled 'Bringing Public Administration Closer to the Citizens' (ISBACC), with a view to identify new and effective ways of implementing ICT in public administration. Today, Europe's Information Society policies are brought together under the 2010 Initiative: the EU framework for addressing the main challenges and developments in the information society and media sectors in the years up to 2010 [39].

The initiative promotes an open and competitive digital economy, research into information and communication technologies, as well as their application to improve social inclusion, public services and quality of life (European Information Society Thematic Portal).

Stronger and more effective duties between local, regional, and central administrations are necessary for the advanced society's governance in the era of globalization and ICT. Additionally, the new opportunity for peer-to-peer coordination made possible by ICTs provides an effective solution to the demand for coordination, which in the past could only be met by centralizing choices on public policy at a higher geographical level [40]. A better degree of democracy and more confidence in the government are established by putting administration in the service of the people. In this manner, governments carry out their duties more efficiently, convincingly, and productively while maintaining transparency.

IMPACT OF INFORMATION AND COMMUNICATION TECHNOLOGY IN PROVIDING EFFICIENT SERVICES TO CITIZENS

Information and communication technology (ICT) advancements over the last ten years have fundamentally altered individuals' everyday lives and their interactions with governments. ICT and e-government revolutions have an impact on how citizens interact with the government by improving service delivery on the one hand, and communication on the other. ICT is a tool for modernizing government that enables significant changes in quality, as well as for enhancing citizen services and the efficiency of public administration. It is an essential tool for implementing new organizational advancements and re-engineering administrative processes. The governments of many nations were at the forefront of IT advancements in the 1960s and 1970s, with their own highly qualified personnel and established knowledge, demonstrating the significant influence that computerization and basic automation of government services had on the modernization of the public sector [41].

The improvements in efficiency and effectiveness are concentrated on various areas of streamlining and reforming administrative processes, such as modernizing hiring practices, enhancing decision-making, fighting corruption, facilitating information exchange, cutting expenses, improving coherence, boosting control, consolidating fundamental good governance principles, etc. The use of ICT in government operations has enabled innovation and change in public administration. With the inclusion of institutional change and technology advancements, the rehabilitation process would be more thorough. Prioritizing ICT usage across governmental levels and sectors in accordance with the general public sector reform goals is the most important part of this development. By overcoming logistical and temporal limitations and impediments, the use of ICT may significantly alter how services are provided to individuals and enterprises. ICT enables the public to actively engage in the creation of policies and ensures that public

monies are used transparently. The Internet has emerged as the most visible representation of the information and communication society on the World Wide Web. People want to be able to get information fast, simply, and without having to justify their need for it. [42].

The information revolution and the governance revolution are two worldwide changes that are centered on e-government. Both of these changes are altering how society functions and is run. They provide the chance for significant improvements in efficacy and efficiency, not just little ones [43].Citizens may see governmental activities thanks to the digitalization of administrative data as a tool for information disclosure [44]. Information systems and electronic services that may satisfy the requirements and desires of people and other customers are being developed by governments worldwide [45]. ICT use is linked to new methods and approaches for offering people more qualitative and quantitative e-services. E-services, a contemporary area of innovation, are regarded as the electronic distribution of government information to individuals around-the-clock. The broader shift toward e-government encompasses all forms of governance and e-administration, such as e-democracy, e-management, e-commerce, e-justice, e-education, e-healthcare, etc. E-services may make a significant contribution to the government's innovation process. It may facilitate the advancement of collaboration and communication between authorities at various governmental levels. The true advantage of offering e-services to people, however, lies not only in the direct use of technology but also in its application to further the modernization of public administration. The information society elevates public expectations and poses a challenge to the government to modernize from the ground up. For citizens, this only entails clicking on

several online links to get the necessary information. The goal of enhancing electronic services is to encourage individuals to do business online by providing them with sophisticated and effective options, rather than to compel them to do so. Technology must be employed in some administrative reform situations, but only when the expectations for change are well defined, as experience with ICT and administrative reform has shown.

CONCULSION

The goal of the public administration innovation process is to modernize the administration in order to strengthen its capabilities and make the government more responsible and efficient. Additionally, the invention improves public administration, creates the framework for public policy implementation, reduces deficiencies, and promotes economic development. As a result, the state's function is shifting from "power" to "service."

The ICT revolution affects how citizens interact with the government by improving communication and service delivery. One of the main goals of the current improvements toward electronic governance is to strengthen the bond between the people and the government. The legitimacy of the government is increased via improving public policies and fostering public trust. People in many nations started asking their governments for more sophisticated public services as a result of globalization and technology advancements. Strong accountability between the public and the government is an essential precondition for innovation in public administration. This is accomplished by utilizing a range of political, economic, legal, and administrative tools intended to deter corruption and guarantee that public servants are accountable to the people they represent. However, a lot of people nowadays don't have high expectations for the government's performance because they don't believe it is accountable to them. The initiatives that aim to improve the foundation for an efficient and transparent public administration that draws closer to people every day should be prioritized by governments. Opportunities for effective and affordable services should be made available to people. Every government must establish and enforce regulations that facilitate effective and transparent communication between people and administrative agencies. The improvement of public service reform, capacity building, and structural reform represent a steady movement away from enhancing government internal operations via skill development and management system improvements. There are a number of encouraging indicators that the increased confidence in government is progressing.

However, owing to changing circumstances, the real state of public administration, which was impacted by earlier centralized management, was unable to satisfy all of the demands of the new mechanisms and the requirements of the citizens. In the future, a logical and persistent decentralization process will lead to an increase in the number and quality of public services, and public administrations will be able to better respond to citizen demands. In addition to managing public resources, public administration should be held responsible for delivering high-quality public services. Today, there has been a significant shift in the use and influence of ICT in public administration. All levels of government have increased their investments in technology to fulfill and facilitate the aspirations of their citizenry. E-services facilitate communication and enhance authority cooperation and communication across many public administration levels.

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