

ABSTRACT

Title of Dissertation : Government Reinvention and Organizational Effectiveness: A Case Study of the Local Government in the United States

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Degree : Doctor of Philosophy (Development Administration)

Year : 2001

This study employs Osborne and Gaebler's reinvention of government model as a basic framework to examine and analyze public administration at the local government level in the United States. Under the administrative values of the reinvention integrated model, the effects of entrepreneurialism, customer orientation, decentralization, sense of mission, measured result, and marketization & competition, are examined. The study attempts to develop the ideas for discussing the relationship between organizational effectiveness and the government reinvention approach which had its origins in 1993. This paper will discuss how each of these factors affected the implementation of organizational performance by using quantitative and qualitative approaches. Reinventing government activities in state governments and local governments will serve as the primary case studies and survey objects for this report.

In this study some propositions of government reinvention regarding administrative reform and organizational effectiveness in the United States have

been tested through the use of empirical survey techniques as well as qualitative and quantitative analysis. When the data generated by a comparative case analysis is examined, the preliminary hypotheses do prove that the approach of reinventing government is essential for the improvement of organizational effectiveness. The government reinvention scheme conducted by local government across the United States today is examined and the evidence points to the fact that a revolution in the arena of contemporary American public administration is indeed occurring.

The study eventually concludes that the efforts of reinvention in administrative reforms programs all over the world will play a role as the main proponent of organizational effectiveness thereby shifting economic and social development during the 21st century. Meanwhile, the reinvention movement in the United States will be a great empowering force in pushing the US government to be more democratic, entrepreneurial, specific in its focus and a dynamic catalyst in the delivery of public services.