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**GOVERNMENT REINVENTION AND  
ORGANIZATIONAL EFFECTIVENESS:  
*A CASE STUDY OF THE LOCAL GOVERNMENT  
IN THE UNITED STATES***

**By**

**Fang Zhiyuan**

**A Dissertation Submitted in Partial  
Fulfillment of the Requirements for the Degree of  
Doctor of Philosophy in Development Administration  
School of Public Administration  
The National Institute of Development Administration**

**ISBN 974-231-184-6**

**2001**

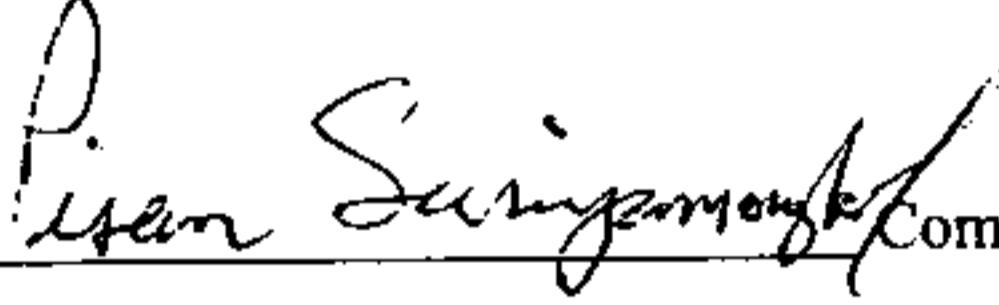
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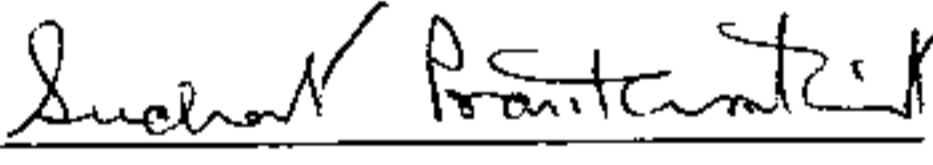
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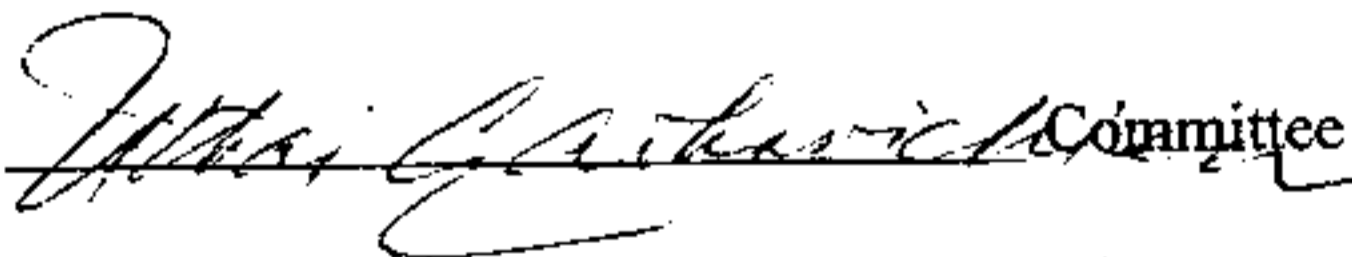
**School of Public Administration**

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The Examining Committee Approved this Dissertation Submitted in Partial Fulfillment of Requirements for the Degree of Doctor of Philosophy in Development Administration

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**ABSTRACT**

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

**Author** : Mr. Fang Zhiyuan

**Degree** : Doctor of Philosophy (Development Administration)

**Year** : 2001

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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.

## ACKNOWLEDGEMENTS

First and foremost, I would like to take this opportunity to recognize the efforts of all my committee members, Associate Professor Pisan Suriyamongkol, Professor Suchart Prasith-rathsint, and Associate Professor Uthai Laohavichien, in helping me develop and complete this thesis.

I also thank for all my thesis research support in USA provided by Professor Marc Holzer, President of American Society of Public Administration, and the National Center for Public Productivity, and Graduate Department of Public Administration of Rutgers University, to help to cover part of the cost of this project. I am very appreciative to Professor Marc Holzer for his instruction and sharing his time and knowledge with me.

In particular, I want to acknowledge Associate Professor Pisan Suriyamongkol and Professor Sombat Thamrongthanyawong for all their supports and guidance during my thesis and entire doctoral education and Professor Amara Raksasataya for always encouraging me to pursue challenging goals.

My gratitude also goes to Professor Random Baker, the Director of International Program, School of Public Environmental and Affairs (SPEA), Indiana University, for providing me with financial and academic support for more than one and half a year to complete my Ph.D. Research in U.S.A. Furthermore, I am thankful to Dr. Juree Vichitvadakan, the President of NIDA, for giving me moral support and encouragement throughout my graduate education.

I am most grateful to Associate Professor Suchitra Punyaratabandhu, Director of International Doctoral Program, and all the faculty members and professors of International Doctoral Program at National Institute of Development Administration, for their wealth of knowledge and experience made available to me.

I would also like to extend my thanks to Mr. Weerapong Kongsawat, my friend, for helping in valuable input and assistance in SPSS. I am also thankful all of the staff in Ph.D. Program for their valuable clerical helps.

Finally, I am deeply indebted to my wife Chen Shasha and my son Fang Zhou for their understanding and supporting for my Ph.D. Study during these years.

Fang Zhiyuan

March 2001

## **DEDICATION**

To my wife, Chen Shasha, and my son, Fang Zhou, for gracefully easing my responsibilities and understanding my endeavor at all the junctures along the way. And to my parents, for inspiring me to pursue my life ideal.