

Review of: "Revitalizing Public Administration: Transformative Solutions for Addressing Mankind's Governance Challenges"

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Potential competing interests: No potential competing interests to declare.

A Reviewer's Comments

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Revitalizing Public Administration: Transformative Solutions for Addressing Mankind's Governance Challenges
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General Comment

The study area is worth researching, and the authors' effort deserves commendation. However, it appears much needs to be done on the paper to merit recommendation for publication.

The paper's work appears to be all that is contained in the introduction. Even that, the materials appear to lack thematic thought flow and relational organization.

Below are comments on a sectional basis.

Abstract

- Brief indication of approaches to the research will enrich the paper's presentation – methodology.
- The solutions proffered should be presented as findings from the study.

Introduction

- The statement below will be more reader-friendly if it begins like:

"Over 1,000 years ago.....",

"More than 1,000 years ago....." or

"About 1,000 years ago....."

"1,000 years ago, public administration processes were relatively simple due to limited scope and technological advancements."

The source or citation must also be provided for this claim or assertion.

- The various declarative statements on challenges and solutions should generally have citations; otherwise, it appears the researcher already knows what the research seeks to explore (*see the statement below*) or the introduction appears more like a presentation of the findings.

“This article explores the need for revitalizing public administration, key governance challenges, and proposes transformative solutions”.

- Again, the write-up on the challenges and solutions appears too long for an introductory section. Most of the material can be moved to the literature review under the empirical section where other researchers’ work is reviewed. The comment on citations should also be noted here.
- Generally, the introduction needs to be re-written into smaller content. It covers almost 5 pages out of the 8, including references, and also appears to contain all the substantive empirical submissions of the paper. Moreover, it appears not well organized thematically.

Research Methodology

- The phrase *“The research methodology for this study included.....”* appears not appropriate. The paper should mention the methods used.
- The specific methods used to collect and analyze data should be indicated – individuals or focus groups, approach to analysis (e.g., coding and methods – open, axial, and selective), and the tool used – manual or computerized system.
- Clearly, this is a qualitative research methods paper. It must indicate the sample size and categories of the interviewees given the nature and purpose of the study – public administrators/managers/leaders, employees, and citizens. The numbers of each category interviewed must be mentioned.
- There is no evidence of a literature review in the paper as claimed. This should have appeared under a section titled as such. It is important for readers to know and understand what the underlying or key concepts of the study are and mean in the paper. For instance, the study must tell readers what the *“traditional approaches to public administration”* are, because it is their inefficiencies that the study seeks to address. What they are and why or how they are hindered by bureaucratic inefficiencies, etc., must be told in the paper to support its motivation and justification, among others.
- The methodology does not appear to defend the credibility or validity of the study. It needs to be re-written to offer this important assurance.

Research Findings

- Outlining research findings under its substantive heading without expositions will question the paper’s professionalism. This is more like a summary of findings and also appears like a summary of the materials in the paper’s introduction.
- The findings should be presented in a coherent flow of thought per the themes of the study.
- Generally, qualitative research studies enrich the presentation of their findings with some citations from interviewees that support at least the substantive themes like those contained in the focus or aims of this study – the six (6) themes

outlined under ‘research findings’.

For example, after making the claim below in the paper:

“Governments that prioritize conflict resolution and human resource management build strong relationships not only within their organizations but also with external stakeholders.”

(See the introduction),

an interviewee’s assertion such as the one below can follow it:

[This is evidenced in PMI-2’s assertion that: ***“some persistent conflicts are due to communication skill gaps in public-private interface management”***]

The researcher can then explain further briefly and make conclusions.

NOTE: The **PMI-2** means Public Manager Interviewee two (2). That is, the identity assigned to that interviewee who may be a head of a public institution/organization or a management personality.

- The theme-by-theme presentation may embody discussions leading to claims and reflective submissions and conclusions against extant literature, noting consistencies and otherwise. The researcher may, however, choose to discuss the findings under a separate section.

Conclusion

- This section appears more like a repetition of the statements in the abstract, introduction, and findings without practical implications and ways forward for researchers and practitioners.
- Statements on limitations of the study and future research outlook should also be considered for inclusion.

Recommendations

- This section appears to present a common knowledge of the action to be taken based on the severally repeated statements in the abstract, introduction, and findings.
- They can be part of the discussions and or the conclusion.
- All the actions may also not be made to fall on government’s shoulders as the recommendations appear to suggest.

In public administration, complex challenges or problems are termed ‘*wicked problems*’, and they are not resolved by one entity. Hence the much emphasis on the need for *leadership types* such as *systems* and *transformative*.