

Chapter Two: Bureaucracy

(The actual bureaucracy)



What is Bureaucracy?

- Is Bureaucracy viewed negatively?? Especially in developing countries??



What is Bureaucracy?

- It is easily to describe bureaucracy as “a large organization with complex tasks, and public administration is responsible for leading and organizing it”.
- Formal ***definition*** of Bureaucracy:
 - “the collective organizational structure, procedures, and set of regulations in place to manage activity that is typically found in large organizations”

What is Bureaucracy?

- Bureaucracy is the organizational expression of modern *legal-rational authority*.
- German Socialist Max Weber (1864-1920) made a theory of “Ideal Bureaucracy” that bureaucratic organizations or Bureaucrats have occurred due to Weber’s theory
 - (Note: we will describe more on this theory in Chapter 3)
- This chapter will describe the actual bureaucracy.

Examples

- **Examples of Bureaucracy or bureaucratic organizations' practices.**
 - An application that takes millions of complex procedures and is followed by strong rules.
 - A very big organizational structure and activities.
 - A very formal communication between employees.
 - Formal connection between employee and beneficiaries/customers.
 - Power & formal positions & authority in officials.

Summary of Bureaucracy concept

- “Such a structure, such an organization has an authority, which is exercised by Bureaucrats. The Bureaucrats exercise their authority only because they hold public office. They exercise authority with well defined rules & regulations. Thus Bureaucracy is essentially an organization, with definite rules, regulations, powers & functions”.

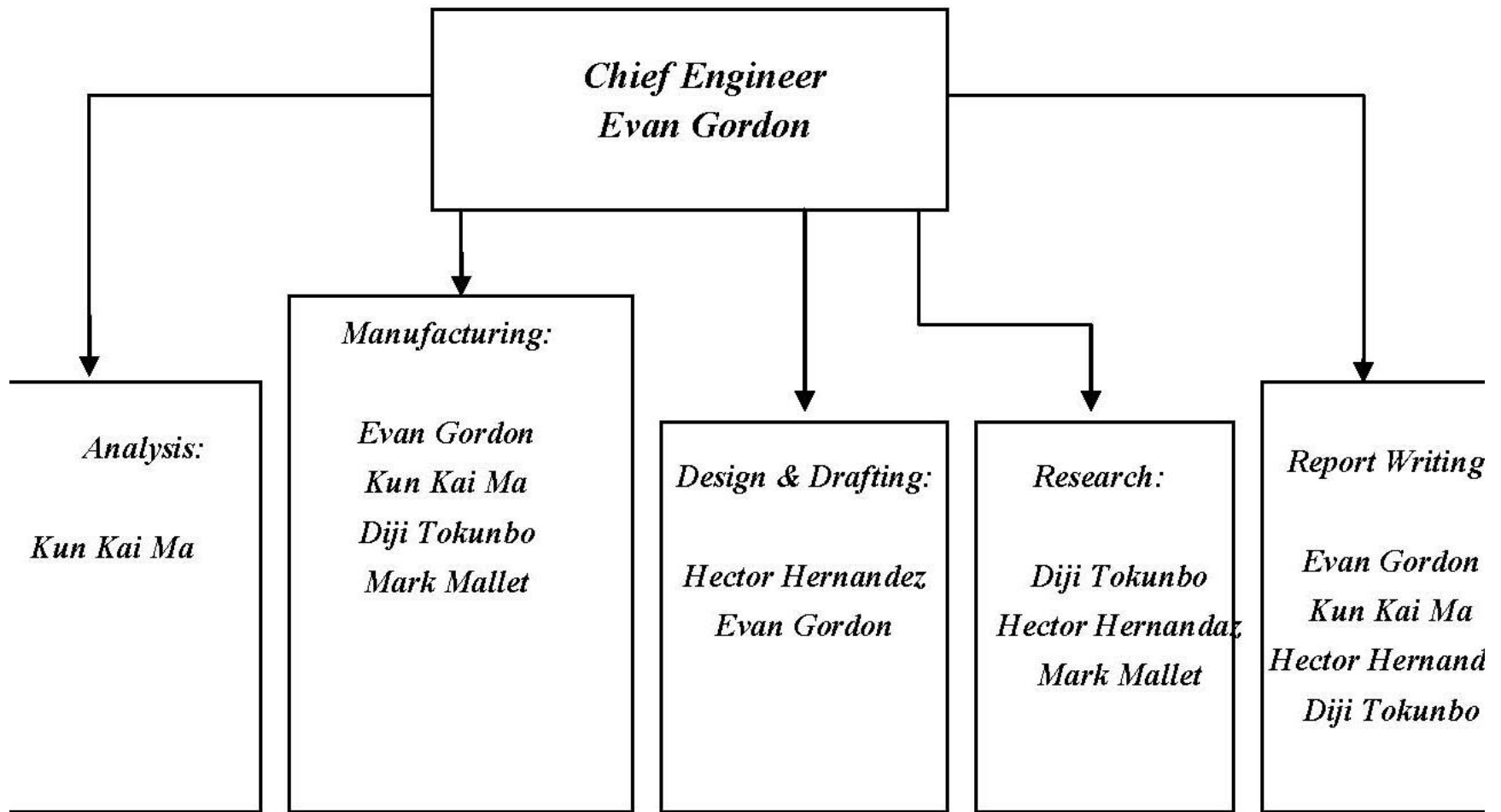
Components/elements of bureaucracy

- 1- Division of work.
- 2- Hierarchy.
- 3- Office property, and office is not treated as personal property.
- 4- Written procedures, documents, and file-keeping.
- 5- Rules and regulations.

1) Division of work

- Tasks and functions are divided into different categories. Every category has official duties with some authority given to employees to perform those duties.
- Every employee knows the limit of his/her job and is based on his/her specialization.

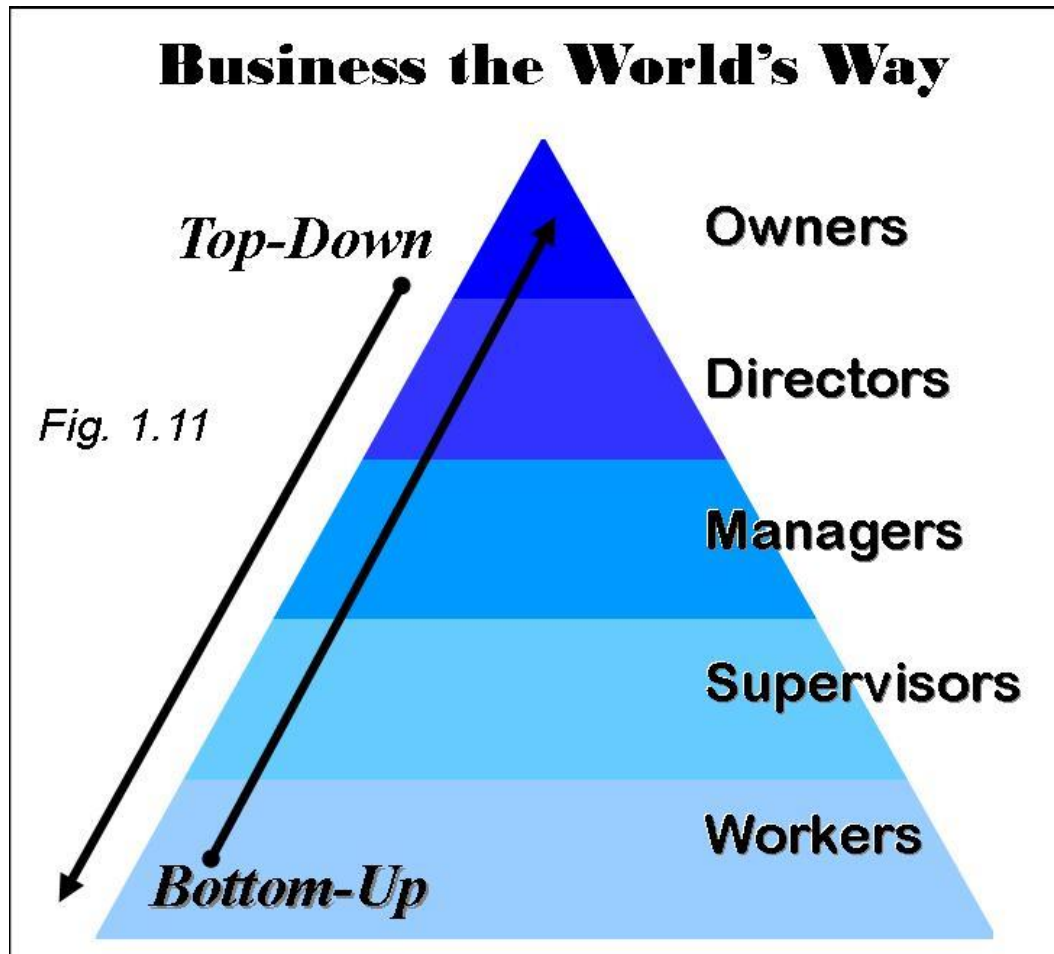
1) Division of Work



2) Hierarchy

- Offices are vertically arranged with a chain of command in order to coordinate and incorporate the tasks and functions of different categories.
- An organization is based upon hierarchy of authority. Authority flows from up to down.

2) Hierarchy



3) Office Property

- A clear line drawn between organizational resources and those that belong to employees privately.
- Employees are prohibited as a result from treating offices as their private property; that is, they are not allowed to sell or inherit offices.

4) Written procedures, documents, and file-keeping.

- Administration is based on written procedures, documents, and file-keeping.
- This is to ensure that employees follow proper procedures, and make a paper trail, which promotes accountability.

5) Rules and Regulations

- Rules and regulations are designed to govern operations.
 - Example: “a Bureaucrat, has to function within this framework of rules & regulations”.
- It enhances the achievement of certain activities and ensures impersonality between employees and customers/beneficiaries.

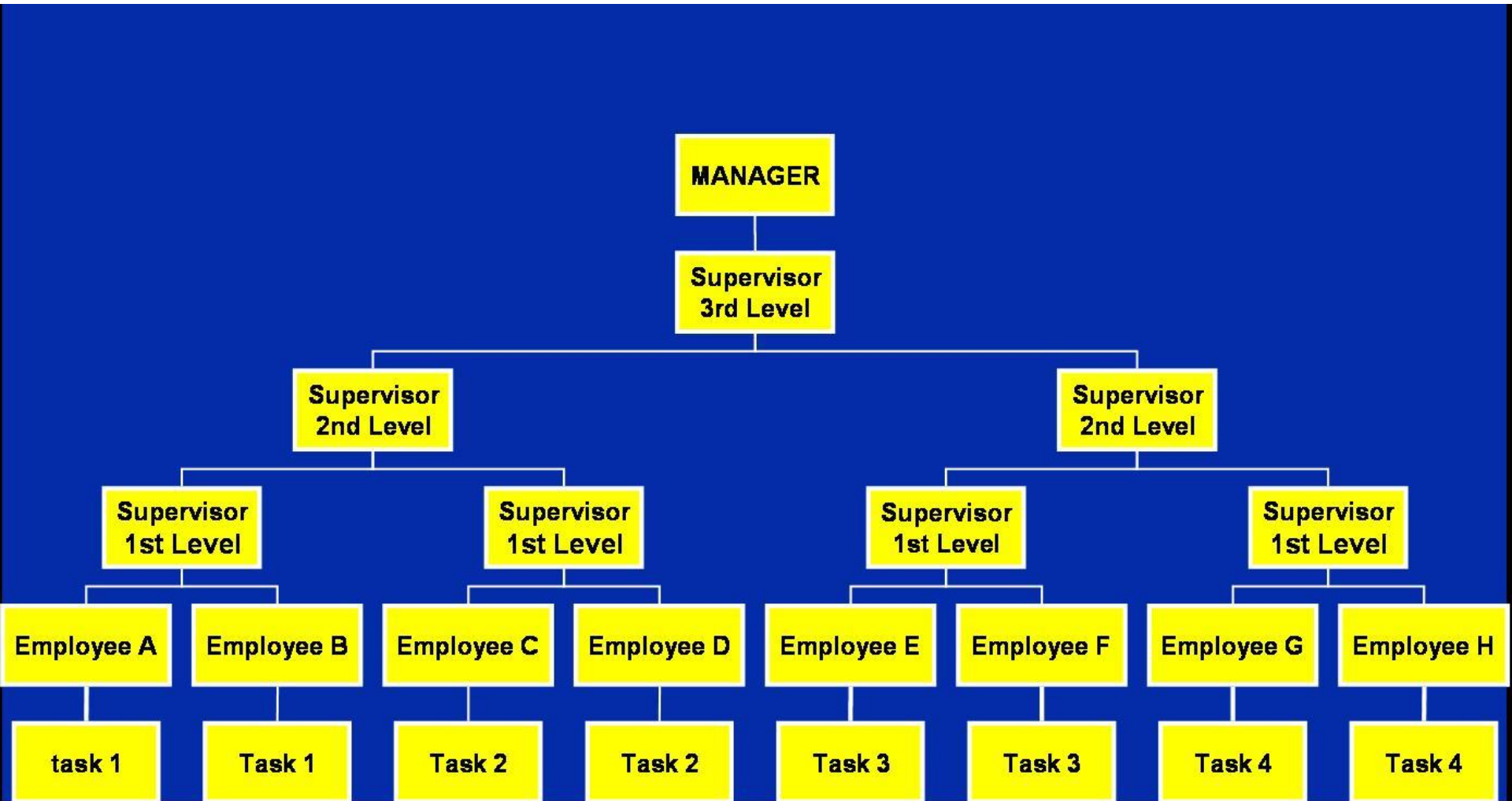
Other considerations

- **Bureaucracy is characterized with centralization.**
 - it means that the power resides at the top of the bureaucratic organization.
- **Impersonal relations.**
 - Every employee should function with impersonal approach, while performing duties and obeying authority.

Other Considerations

- The job and duties will be assigned based on employee's specialization & expertise.
- Obeying, obeying, obeying the authority!

Bureaucratic Organization



Advantages of Bureaucracy

- 1) Clear division of work with boundaries to responsibilities.
- 1) Formal (written) rules and procedures resulting in accountability.
- 1) A well-defined hierarchy of authority.

Advantages of Bureaucracy

- 4) Appointments are based on technical competence and experience.
- 5) Formal (written) documentation of actions and decisions.
- 6) Long term career advancement.
 - example: job security, pension packages and Training & development.

Advantages of Bureaucracy

7) In a bureaucracy, each employee of the organization knows what their duties are within the organization, and therefore many tasks will be performed quicker and efficiently.

Problems of Bureaucracy

- Bureaucrats are usually overpaid.
 - which is a fact that creates a large burden on public budgets, especially under the pressures of the current economic uncertainty.
- they do not have to be consumer friendly.
 - This can be noticed with many bureaucrats who do not have good manners to customers/clients. (Not Always!).
 - May be the result of high job security in bureaucratic organizations.

Problems of Bureaucracy

- bureaucracies are not as efficient as the private sector organizations.
- They are slow in terms of service provision.
- Decision-making is slow or even impossible when facing some unusual events.

Problems of Bureaucracy

- Long, Long, Long and complex procedures!!
- Delaying change, and adoption of old procedures to deal with new circumstances.
 - For example: Paper work application steps rather than e-application procedures.

Problems of Bureaucracy

- In employee relationship and dealing.
 - Rules of bureaucracy can dehumanize workers.
 - Turning them into robots.
 - Focusing on only money as a motivation and ignoring other psychological motivation.
- It likes routine and hard to be changed.

Conclusion

- Do Public organizations work as beaructratic organizations?
- Does the society, specially Saudi society, hate the work of bureaucracy?
- Is bureaucracy only applied to public sector?
Not private or business sector?