IMPACT OF BUREAUCRATIC STRUCTURE ON POLICY IMPLEMENTATION AND GOVERNANCE

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Abstract *The bureaucratic structure plays a pivotal role in the process of shaping policy implementation and the overall governance outcomes in the modern administrative systems.. This paper will explore the role of the hierarchical structure, the inflexibility and inflexibility of the operations, the presence of the strict rules in bureaucracy in the efficiency, transparency and responsiveness of the implementation of the public policy. Although this has been stabilized due to the positioning of bureaucracy, accountability and consistency in decision making, this has been matched with ridicule after delays, red tape and uncoursed to dynamic environment in the government. The research of administrative flexibility and the bureaucratic control is of great concern since it is analyzed to establish effectively the policy implementation. These aspects of such factors as decentralization, coordination mechanisms and inter-departmental between the departments are influential factors affecting the delivery of the public services. Other issues, which are tackled in the paper, include how policy distortion, the loopholes in the processes of implementation and the lack of trust and confidence to the governmental departments by the population might emerge due to bureaucracy inefficiency. Conversely, the reform as e-governance, performance-based accountability and participative administration has been found to contribute towards enhancing efficiency and output of the bureaucracies and policies. Based on the analysis of the past and the present version of administration, the paper analyses the need of having a responsive, transparent and citizen oriented bureaucracy in order that the concerned system of administration can lead in bringing a successful rule. This would apply to the general discourse under the general presentation field of the general public administration field because it brings in the knowledge on how the slimming down process of bureaucracies can be revitalized to reinvigorate ways of policy performance and sustainable governance.*

Keywords *Bureaucracy, Policy Implementation, Governance, Public Administration, Administrative Efficiency, E-Governance, Accountability, Institutional Framework, Public Service Delivery, Administrative Reforms*

1.INTRODUCTION

Bureaucracy constitutes the backbone of modern governance systems, serving as the primary mechanism for the context of policy formulation and implementation. On the basis of these principles; order, specialization, and rule-based operation, the bureaucratic institutions are founded and aim at preserving the order, uniformity, and responsibility in the administration. To a large extent, therefore, the effectiveness of such institution is determined by the way such structural dimension of such institution, affects the influence they have on policy implementation and the subsequent outcome of such implementation in the context of governance. Application of policies is not an easy journey but a complicated integration of bureaucracy and organization, people, organizational culture, and politics. Bureaucratic structure is the key factor to change policy agendas into action agendas. Consequently, we have the necessity to know the bureaucratic system and its influence to governance to ameliorate the systems of system management to the individuals.

2. CONCEPTUAL FRAMEWORK OF BUREAUCRATIC STRUCTURE

2.1 Definition and Characteristics of Bureaucracy

Bureaucracy represents one of the most enduring and the influential institutional arrangements in the modern governance. It is a hierarchical administrative process that possesses a hierarchical management, division of labour, normal operation, as well as decision that is made manually (Adegbite *et al*., 2022). Max Weber defined it in the most systematic way and the key defining concept of this concept is the rational-legal authority which constitutes the core of an administrative organization. This type of power system does not rely on any of personal charisma or tradition but rather is attained through rules and procedures and which govern the administrative practices, which are set out in law.

What is enwoven in the fabric of bureaucracy is the fact that there exists a very clear chain of command of the power that goes along the chain of command that is made up of the levels of administration as well as the lowest end of the organisation. In such hierarchical structure the knowledge of roles, responsibility and accountability exists. The officials are assigned areas of jurisdiction and therefore reduce the ambiguity and further enhance efficiency in administration (Williams *et al*., 2021). Chain of command further enables supervision and control where a senior official can check the performance of the officials in the chain of command and take measures to curb the officials to the laid down norms.

The other major feature of bureaucracy is that bureaucracy is specialised in functions. Administrative activities are subdivided into a position using experience and skill. This separation of labour enables them to be efficient because people are specialised in performing certain tasks that maximise their productivity to the minimal errors. The specialization also leads to the professionalization of the government officers become qualified in their works.

Bureaucracy operates by rules and procedures that are formal. Such regulations have made consistency of the administrative procedures and this means that it is not random or arbitrary in decision making (Hidayat *et al*., 2023). By following the laid down procedures, bureaucratic systems are more efficient or maximize procedural fairness and hew down arbitrariness. Also boosted by the standardization is the process of coordination of the various administrative units in the sense that all the actors are going through the same process.

The other characteristic of bureaucracy is the impersonality. This can be explained by the fact that the choices are taken according to the criteria and not the preference or relationship. Such principle prevents discrimination and favoritism by providing equality of all humans before the law and by extension the justice allowed by justice and discourages the chances of abuse and discrimination. The issue of impersonality also enhances the level of social trust of the administrative organizations as it fosters the perception of objectivity and unbiasedness.

There is also the merit based hiring and promotion which makes bureaucracies effective and legitimate. The appointment of the officials is also dependent on the qualification, competence and not on the political affiliation or the personal affiliation. This principle enhances the administration in terms of the quality of the decision making process, and other aspects such as accountability and professionalism (Yaro *et al*., 2023). The meritocracy will create the stability and sustainability of the institutions over a long term as the talented ones will also provide the stability of the administrative systems.

Nevertheless, in spite of the mentioned strengths, there are also some weaknesses of bureaucracy as the form of organization. It is possible to emphasize hierarchy and rules and achieve the inflexible system that is less responsive to the evolving circumstances. Similarly,

the impartiality regardless of the fact that it provides fairness in certain situations may also lead to failure to meet the demands of the individuals (Quadri *et al*., 2023). To this end, the advantages and disadvantages of the bureaucratic properties should be known so that the value of the role of bureaucratic properties in the manner in which policies and governance are executed are appreciated.

2.2 Models of Bureaucracy

The evolution of public administration has led to the emergence of multiple models of bureaucracy, each reflecting different approaches to governance and policy implementation.. The models do give a theoretical insight into how the bureaucratic structures can be used in different administrative settings.

The modern administrative systems would still be anchored on the old or the Weberian conception of bureaucracy. This model focuses on the situation of good governance whereby it involves hierarchy, discipline and binding operations since these are the requirements of good governance operations (Kuntadi *et al*., 2022). The strength of all administrators in this model is centralization of power and the decision making would be top-down. Weberian model is more focused on the stability, predictability and control, and thus it is better suited in maintaining order in large and complex organizations. Nevertheless, it is very rigid in the form that tends to confine flexibility and innovation particularly in situations that are evolving.

Trying to overcome the shortcomings of the old order, the New Public Management practice turned into the reformist line of thought. The NPM attempts to promote efficiency and effectiveness by implementing market oriented ideologies to administrative affairs of the people. It focuses on performance measurement, results based and accountability management. Competition, decentralization and customer orientation are practices that the public sector organizations traditionally distribute or grant to the private sector on this paradigm. It no longer regards following the processes as its concern but the attainment of the results hence promoting the innovation and responsiveness (Lotta *et al*., 2020). Opponents do note though that excessive dependence on the mechanisms of the market can all lead to subversion of the general interest of the people, they also lead to de-emphasis of the focus on equity and social justice.

New Public Governance model is another trend in the history of administrative thought which is based on collaboration, participation and network-based governance. Based on the differentiation between the hierarchical and the market-oriented system in the Weberian model or the NPM system, NPG values all the stakeholders that are considered relevant to the governance process (Satispi *et al*., 2020). It encourages the state to work with the non governmental organizations, the civil society and the business organizations hence making joint decisions. It is a model that is especially related when working with the complex issues in policy that have to be implemented with the efforts of various spheres. Policy implementation creates favorable status and efficiency of policy implementation through NPG inclusion and involvement in policy implementation. The assumption of responsibility and a coordinated system can be complicated however as relationships in networks and partnerships are also founded on relationship.

These models are not sole because they have a tendency to co-exist in the modern-day administrative systems. Using hybrid strategies whereby the governments use the elements of various models to solve certain governance problems is a common phenomenon in most governments (Nani *et al*., 2021). The model is applied as determined by a number of variables and they include institutional capacity and policy objectives and politics. The models are

supposed to be familiar with the implications of the bureaucratic structure on the performance and delivery of policies by the governance.

3. BUREAUCRATIC STRUCTURE AND POLICY IMPLEMENTATION

3.1 Role of Hierarchy in Policy Execution

Bureaucracy organization is very hierarchical and it is extremely important in the implementation of policies. It defines specific line of command so, distribution of responsibilities and authority respectively. Hierarchy when applied in a policy application context can aid in the coordination and control process because it will establish the sizeable levels of administration and their functions (Warman *et al*., 2022). The high ranking officials would be those concerned with policy and strategy direction formulation and the low ranking officials with the policy and service delivery.

The hierarchical structure is more accountable in that it fosters the development of supervisory and reporting facility. The accountability is so high that each level of governance becomes accountable to the next consequently compelling policies to be implemented within the necessary specification (Hill *et al*., 2021)s. With the help of such a system, it is possible to decrease the chances of policy agendas and objectives and improve homogeneity of execution in regions and sectors.

Hierarchy can also be useful in the efficient division of resources and duties. The bureaucratic arrangements help in the management of the complex process of policy making by virtue of organizing the activities depending on the distribution of power and capabilities. This flow of information which is top down and bottom top in nature is even applied concurrently so that both the strategic reflection and the realities on the ground can be applied in decision making.

The support of hierarchy benefits is however heavily supported with few limitations. The high centralized authoritative modes may lead to delay in the decision making process since decisions have to go through the various administration authorities before they are passed. This might be delaying the prompt execution of policies, which are used in most cases in situations where policies would be implemented speedily (Gedeona *et al*., 2021). Moreover, the inflexible hierarchies can also restrict the autonomy of lower officials to restrict their choices in policy-making process of adapting themselves to the situation under which they are operating. This may lead to lack of efficiency and optimal output.

Moreover, the hierarchical structures will not encourage innovation because they will participate in the process of developing the procedures to be adopted instead of the necessity to be innovative in solving problems. Authority can also be too urgent to challenge the traditional methods of doing things since they will face the consequences of responsibility or sanction. Hence, it is possible to have little future innovation and improvement of policy implementation.

3.2 Procedural Rigidity and Its Impact

Another characteristic of bureaucratic system that is commonplace is procedural rigidity that has a gigantic part in the course of policy implementation. The reliance of the formalities and standardization of procedures also makes the administrative procedures to be equal and uniform (Iqbal *et al*., 2020). Bureaucratic organisations can reduce arbitrariness using rules, also, they can ensure imposition of policies using uniformity of these policies to settings in other places.

Nevertheless, overconfidence to the processes will lead to inefficiencies in the implementation of the policies. Among the most noticeable implications, one should point out the postponement of the decision-making. This is due to the complex nature of processes of service delivery by the populace coupled with a number of approval levels. These delays do not only violate the performance of such policies but also the level of trust of individuals with the government institutions.

The bureaucratic systems also have a problem of procedural inflexibility which inhibits innovations. The immobility of rules can also lead to the lack of willingness of the officials to consider other variants and use new implementation modalities. The failure to be innovative may hinder achievement of policy in such diverse policy environments which constantly transform policy (Niță *et al*., 2022). In a different situation, a policy that should have given more adequate solutions in the conditions of the emerging issues such as technological change or environmental crisis should be efficient and futuristic enough to resolve the issue.

The next notable effect of procedural rigidity is that the person cannot adjust to the changing conditions. Bureaucratic organisations, which have the frame of mind that rules are better than products, are not always receptive to ordinary incidences. This inflexibility may create the disconnect between the formulation and implementation of policies resulting in the creation of a less than optimal outcome. The inflexibility in terms of the procedure is a problem in good governance in this case.

No matter how difficult the mentioned challenges may be, procedural rigidity also has its benefits (Razak *et al*., 2021). It also ensures that the transparency is achieved as it gives a clear line in making a decision and minimizes the level of arbitration. Thus, the huge predicament is that somehow an equilibrium between the monotony of the process and the existence of the administrative judgment should be established to ensure successful execution of the policy.

3.3 Rule-Based Operations

These issues are relevant in the context of accountability and equality in the implementation of the policies with the operations of bureaucracy being governed by rules in the forefront. Still, as per the regulations that have recently been put in place, the administrative organs will be able to ascertain the safe amount of the consistency of the judgment and minimize the effect of the individualistic tendencies (Trondal *et al*., 2023). That is adding to the legitimacy of the ruling regimes and it is earning more trust among citizens.

The transparency can also be acquired because of the rule-based nature of the functioning of delivering the right course of action previous to the administrative proceedings. The citizens will also be made aware of the procedures and qualifications that are adopted to implement the execution of the policies, thus becoming more trusting to the system. Furthermore, regulations turn into the mechanism that controls and ensures that the officials could be held personally responsible in their behavior in relation to the set norms.

Nonetheless, the over-enforcement of rules may bring about the red tape. This is accredited to overgrazing of processes that are both excessive and unwieldy leading to inefficiency in the implementation of the policy (Rahmi *et al*., 2022). The normal outcome of red tape is what is referred to as bottlenecking processes that not only translate to high cost of administration but also anger the citizens. And even in a worst-case scenario, it can procrastinate those, who desire to receive services of the population.

Also, bureaucratic responsiveness can be minimized by the rule-based operations. The excessive patriotism to the medical protocols could restrain the capacity of the authorities to

counteract the instances of exceptions or anomalies. This may lead into becoming less responsive to the needs of the citizens predominantly in the scenario of a multicultural and a dynamic society.

Even though there are such limitations, the rule based operations will continue to play an important role towards ensuring the integrity of administrative systems. There is no easy way to create the powerful rules that will be versatile and make the policy be adopted successfully with the possibility to be responsible and transparent (Rokayah *et al*., 2022). This balance has an important role in increasing the outcome of governance in the modern administrative structures.

4. CHALLENGES IN BUREAUCRATIC POLICY IMPLEMENTATION

4.1 Red Tape and Administrative Delays

Red tape and administrative procrastinations have been one of the most common issues to implement those policies that a bureaucracy has adapted. The concept of red tape can be described as the very extreme amount of formalities and documents and other serious acceptance procedures in the decision making which delay the process. Although these processes are generally anchored to be used in the achievement of accountability and transparency; the excessive application of them causes a lot of waste of the administrative system. Most of the time, emergency policy initiatives are glowed by the details line therefore generating delays that make its intentions frustrating.

The implications of the governance are more than the administrative delays because the developmental processes of a policy are not merely administrative delays, but rather, have more implications of realization to the question of governance (Xiao *et al*., 2022). Any failure to do it promptly is additional expenses, inefficiency and lost opportunity to act promptly. As an example of a welfare scheme or a development project, it may not be provided at the right time to the beneficiaries and hence rendering it less applicable and relevant. Moreover, the consequences of the traffic jam contributed to the differences in the delay, and the dissatisfaction with the system was voiced by the population because of a sense of non-adaptation of the administrative system to the citizens.

The culture of bureaucracy and being a procedure-abiding have a normal correlation with red tape. This is partly due to the fact that the officials are only motivated by the fact that they are not driven by the outcomes but by the compliance policy: they are mostly afraid to hold power/become targets of investigation (Jauhari *et al*., 2020). Such risk aversion behaviour is a feasible extension of the procedural goes round as an attempt at a reform of the administrative process to streamline the process may be a hard one to implement. That way, structural adjustments must be made in order to overcome the red tape issue, along with a change in the bureaucracy management culture that will improve the efficiency and result-oriented management.

4.2 Lack of Coordination

The other manual challenge involved in the policy implementation process is the lack of proper coordination between various units of the administration. The new governance is also diffused to the different departments, agencies and levels of governance that are given specifics of implementing the policy. Such institutions are commonly on their own league without the necessary coordination systems hence the haphazard implementation.

The effect of the fragmentation process is duplication of activities, inefficient use of resources and policy outcomes discrepancy (Pasaribu *et al*., 2022). As an illustration, various departments might engage in the replication of the initiatives without appropriate communication and it will result in the fact that the social budget will be forgotten, and the overall effectiveness will be not that high. Equally, the absence of coordination between the central and local levels will result in the establishment of loopholes in the implementation process in terms of policies that are supposed to be implemented at high levels not responding in the same way as the realities in the ground level.

The problem of coordination is also formulated to be effective because the further centralization of silos leads to the fact that the more centralized the silo, the more the departments pursues individual instead of common objectives. The silo thinking fails to accommodate the tools of sharing information and making decisions in a working environment that would require cooperation and collaboration to implement the policies. In addition to that, administrative priorities, resource distribution and culture of administration in various departments may lead to barricades in coordination (Ege *et al*., 2021).

The coordination will also presuppose reasonable coordination that will presuppose the creation of integrated structures facilitating communication and collaboration and making joint responsibility. The absence of such mechanisms may also result in failure of attaining the intended results of policies even though the policies are well-designed as the procedure of implementing such program is too fragmented.

4.3 Policy Distortion

Other significant issues of bureaucracy implementation process are policy distortion where the change of policies, avoidance/misunderstanding, or poor implementation ensues between the different levels of administration. The policies will be passed through a series of bureaucratic stages when the policies will be transferred between the formulation and implementation phases, where every single phase will interpolate the policy in terms of its interpretation, priorities, and constraints (Maulana *et al*., 2022). This is likely to result in the deviation of initial goals of the policy.

Ambiguity in the formulation of the policies, absence of transparency in the guideline, or poor communication between the policymakers and the implementers may result in distortion. In other cases, frontline officials are in a position to change policies to fit local conditions when in real sense, such changes are required at a given time but result into inconsistency thus abetting inequities. In other instances, it may be deliberate corruption of policies due to vested interest or even bureaucracy hence complicating the process of implementation.

The consequences of policy distortion are very extensive. It can lead to unequal distribution of benefits, poor service, and poor policy objectives. Moreover, the shoddily executed placement is likely to bring misunderstandings to the beneficiaries thereby suppressing their capacity to access the services effectively (Imperial *et al*., 2021). These discrepancies diminish the validity of governmental projects and reduce the confidence of the citizens in the administrative systems in the long-term.

The policy design, communication and monitoring mechanisms are the point of initiation of dealing with policy distortion. It should be noted that all the tiers of administration are aware of the objectives of the policy and that it should provide some degree of coherence and effectiveness in the implementation process.
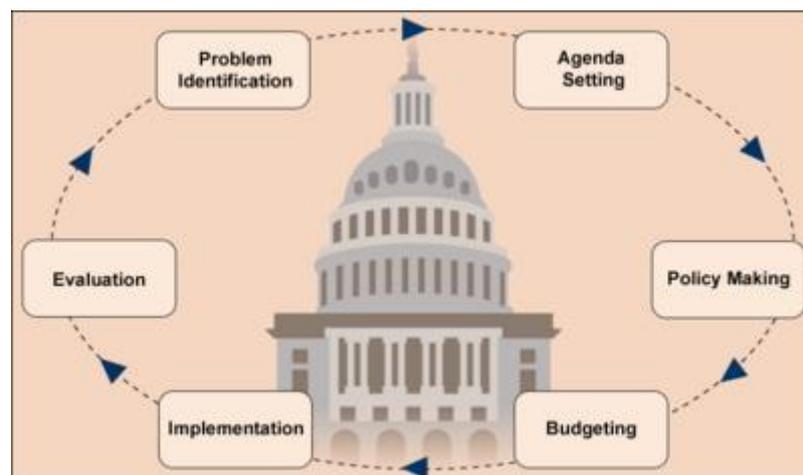
Figure: IMPACT OF BUREAUCRATIC STRUCTURE ON POLICY IMPLEMENTATION AND GOVERNANCE.

(Source: myexamsolution, 2021)

4.4 Capacity Constraints

Capacity constraints are another issue that faces an obstacle of proper operation of bureaucracy and implementation of policies. These constraints are witnessed in numerous unlimited ways in the form of low technical capability, ineffective training, incompetent human resources, and financial and infrastructural support (Warman *et al*., 2022). The gap between administration capacity and policy aims is normally enormous in the majority of administrative regimes, more so in instances of developing scenarios.

The incompetence of the skills and knowledge of the bureaucratic employees may take the shape of a hindrance to the appropriate execution of the complex policies. In an illustration, the technology integration, data handling or know-how skills policy require human beings with training capability in order to manoeuvre these sectors. The implementation process will be ineffective and most likely filled with errors without this type of knowledge.

Inadequate capacity is also a result of inadequate training. The administrative personnel require regular professional growth in the area of not only keeping up with the policies, but with a change in technology (Hill *et al*., 2021). However, the bureaucracies lack organized trainings and this leads to obsolete practice and lower efficiency.

There is also an issue of resource scarcity that is very vital in limiting the bureaucratic capacity. Weak funding, poor infrastructure and weak technological aid can greatly restrict the ability of administrative institutions to influence formulation of policies. These constraints tend to be partial or unfair implementation whereby certain areas or sectors receive better services than others (Gedeona *et al*., 2021). The problem of capacity limitation requires huge investment of human resource, building of infrastructure and institutions. There is also the need to strengthen the administrative capacity with an aim of addressing the policy-implementation gap and creating better results of the governance.

4.5 Erosion of Public Trust

The loss of social confidence is also an outcome and a factor that strengthens bureaucratic inefficiencies. The trust in government structures is an imperative component of good governance since it dictates the way by which the citizens can be prepared to adhere to its

policies and participate in government programs in addition to utilizing their administrative sections (Iqbal *et al*., 2020). However, some of the inefficiencies, which can serve as a long way to negate this trust, can be lack of transparency, delays, corruption and irregularity in service delivery.

The citizen is able to cultivate a feeling of ineffectiveness or indifference of the system when there is bureaucracy that the citizen encounters to difficulty such as filing unnecessary complex steps or take too much time to serve the client. Corruption and abuse of power cases are used to destroy confidence in the administration agencies. These experiences can help create the negative image of bureaucracy that can reduce its acceptability and efficiency in the long run.

Loss of trust is very serious to the policy delivery. The distrust of any form of government system can lead to citizens being unwilling to participate in any type of programs and regulations (Niță *et al*., 2022). This can lead to ineffectiveness of policies particularly the ones that run through the cooperation of the peoples such as the health initiatives or environmental controls.

They must be determined to be transparent, accountable and responsive in order to provide a restoration of trust by the population. The bureaucratic systems require regaining the trust with reforms in administration to result in a superior delivery of services, reduction in corruption and improved involvement of the people. Trust is difficult to earn once it is lost, therefore, the country needs to place in earnestness efforts to make governments integrate integrity and efficiency in their governance.

5. DETERMINANTS OF EFFECTIVE BUREAUCRATIC FUNCTIONING

5.1 Decentralization

Decentralization is widely interpreted as one of the pre-requisites to proper functioning of bureaucratic functioning particularly, when the aspect of policy implementation is in question. It involves devolution of power, however, accountability and resource in the central and the local government (Razak *et al*., 2021). By decentralizing authority, the administrative systems are more likely to respond to the needs and condition of different regions, which is implemented by the local authorities.

One of the most important advantages of decentralization is its ability to allow making decisions based on the specific situation. The officials who are more on the ground are the local officials and therefore will know better the challenges and opportunities locally. This will enable them to make policies and implementation strategies in the manner that would suit the local conditions and improve effectiveness and efficiency.

Decentralization is also beneficial in ensuring the accountability is incorporated by taking the decision making process to the people. It is also possible to have people with a closer eye on local governments and influence them, which leads to an increase in the degree of transparency and responsibility (Trondal *et al*., 2023). In addition, decentralization encourages participation since it gives the community the chance to participate in the governance process.

However, only in a case of ability of local institutions and provision of resources does decentralization succeed. Without the catalyst, decentralization as a concept could lead to the phenomena of inequality in service delivery and unequal execution of the same within different geographical locations. Centralization as such should therefore be underpinned by the aspect of capacity-building and effective coordination.

5.2 Administrative Flexibility

Administrative flexibility is another important key of successful bureaucracy performance. It is a capability of the administrative systems to react to the evolving or emerging situations, adapt and become innovative in implementing its policies. As opposed to strict adherence to due working processes, flexible frameworks are concerned with results.

The avoidance of inflexibility opens the doors to needy administrators to enable implementation strategies to adapt to the local situation and the unpredictable events. This is particularly critical when it comes to this dynamic policy environment as inflexibility of processes is what can lead to reaction that is slow and poor (Rahmi *et al*., 2022). As an example, during the occurrence of a crisis such as natural disasters or population health disasters, the flexible administrative systems are quick to compensate the pressing need.

Also, Administrative flexibility encourages innovation, which encourages experimentation and learning (Rokayah *et al*., 2022). The employees are likely to seek innovative solutions to problems and to adopt the best strategies when they are not restricted to set policies. This can culminate into the efficiency and effectiveness of application of policies.

The discretion must however be employed well without taking advantage of discretion particularly in terms of flexibility. The systems of control including the guidelines should be properly in place to ensure that flexibility is not the cost of transparency and fairness. This check is quite essential to have the responsive and responsible administrative system.

5.3 Capacity Building

Capacity building is a critical field that is employed to enhance the efficacy of the bureaucratic systems. It involves building skills, knowledge and resources which will be needed in the effective policy implementation (Xiao *et al*., 2022). In the environment of the public administration, capacity building entails capacity enhancement training, institutional betterment and infrastructural expansion and technology investment.

This can be as a result of training and developing the skills of the administrative individuals to allow them possess the required competencies to execute the policies. Life long learning shall also assist the officials in dealing with the dynamic policy surroundings and advancement in technology. It will also enhance their competencies in the execution of the intricate administrative tasks and make sound choices.

Institutional strengthening is another very important aspect in capacity building. This entails enriching the organizational structures, processes and systems towards efficiency and coordination. Good institutions can provide a solid foundation where good governance and realization of policies takes place.

Infrastructure and technological investments are also ways of expanding administrative capacity (Jauhari *et al*., 2020). The potential of modern communication technology, data management tools and digital tools is high in streamlining efficiency, level of transparency and delivery of services. Technology can be used in breaking a lot of the limitations that come with the conventional administration method through bureaucratic systems.

Generally, capacity building is a process that requires a long term dedication as well as investment. It is required to make sure that the gap between policy formulation and implementation is closed in an attempt to realize good governance outcomes.

5.4 Inter-Departmental Coordination

Such inter-departmental coordination is among the fundamental qualifying criteria of good bureaucratic performances particularly in complex policy environs. As policies usually include many sectors and agencies, coordination is the most important to ensure that the implementation will be coherent and consistent.

Information, resources, and expertise can be communicated between different departments with the aid of coordination. This increases the effectiveness of policy implementation in regard to eradicating duplication of efforts and all the actors are also oriented towards attainment of a common agenda (Pasaribu *et al*., 2022). Effective coordination also helps in coordination of different policy aspects that creates more detailed and power outcomes.

In coordination, communication is also important. The activities of different departments could be coordinated with the help of common contact, shared planning, and decision making processes (Pasaribu *et al*., 2022). It is also possible to enhance coordination by using the institutional means such as inter-agency committees, task forces and also integrated information systems.

The successful coordination is, however, normally challenging to achieve owing to the variations in the organizational cultures, priorities and resources allocation. This is only achievable through good leadership, communication and a collective purpose to achieve all the goals.

In conclusion, intra-departmental collaboration is essential in transfer of the policy goals into practice (Ege *et al*., 2021). It enhances effectiveness and efficiency of bureaucratic systems where the result is the development of a sense of cooperation and integration towards establishment of better governance.

6. BUREAUCRATIC REFORMS AND INNOVATIONS

6.1 E-Governance

One of the most transformational reforms in the recent realm of government is e-governance since it is capable of fundamentally reorganizing the functioning and delivery of service of bureaucracies. It involves integration of the digital technologies into government operations and practices with the perspective of enhancing efficiency, openness and availability. The conversion of the administrative processes would also empower the governments to save a lot of time and effort that would have been incurred in making policy and service delivery. One of the best impacts of e-governance is administrative delays. Traditional bureaucratic systems frequently use manual processes, lack of speed as well as likely to create errors. The digital platforms facilitate such processes as it automatizes routine activities and, thus, assists in expediting the decision-making process and the multiple levels of approval are eliminated. It is a favourable quick change of the administrative procedures that help to enhance the general efficiency of the policy execution (Maulana *et al*., 2022). The other feature that is enhanced by e-governance is transparency where the citizens can effortlessly access the information. Electronic records, online portals and real time track system help people to be able to track the progress of their application and access the required information without involving the middlemen. With such transparency, the possibilities of corruption are reduced, and accountability levels become elevated within the bureaucracies. As well, transparency will lead to trust between the government and the citizens and this is quite essential in the governance.

Other than efficiency and transparency, e-governance has also made the service delivery go a long way. The digital channels also enable the government to become more open and supportive in the provision of services that otherwise can be provided without visiting the

administration offices. It is particularly handy in large and non-homogenous countries, wherein people may not have access to the social facilities owing to the geographical factors. Government can make sure that using technology more people are exposed to services, therefore, ensuring inclusiveness (Imperial *et al*., 2021). However other prerequisites such as digital infrastructure, technology preparedness and institutional preparedness are determinant factors of e-governance. Without adequate support in these areas the benefits of digital transformation will not be realized in as great a way. Infrastructure and training as well as capacity building investments should therefore be encouraged in e-governance to ensure that it is greatly applied.

6.2 Performance-Based Accountability

The performance based accountability is a critical reform to raise the efficiency and accountability in the bureaucracies. This model determines the outcomes and the results as opposed to the traditional approaches which focus on the procedure following. Using the relationship involving performance and the evaluation system, governments have an opportunity to hold the officials in the public accountable of the acts and the contributions they are making in the policy implementation process.

Under this model, the performance measures are explicitly defined in order to determine performance of administrative activities. These indicators may be service delivery goals, resource deployment goals and policy outcomes goals. Comparing the performance periodically against these standards will enable the administrators to understand the areas in need of improvement and reconcile with them. This is also going to be a performance motivated model that will promote the culture of efficiency and accountability in bureaucratic organizations.

Another performance-based accountability incentive is innovation and productivity. When an assessment process is applied to review officials but they cannot be reviewed according to the procedures but the results, chances are high that the officials will adapt a new approach towards the achievement of their objectives (Jauhari *et al*., 2020). Change in focus in procedures to performance results leads to such a better performance in overall efficiency of the policy implementation processes.

Moreover, this reform increases the level of transparency because it provides quantifiable criteria to determine the performance of the administrative. Citizens can judge the effectiveness level of the government programmes and can also scrutinize the acts of the officials. This enhances confidence of the people and this fortifies good structures of governance.

Despite its merits, performance-based accountability has issues that are related to its adoption. It might be a complex task to specify the right performance indicators particularly in case the policy has long or immeasurable outcomes. Furthermore, excessive focus on the measurable objectives may lead to the failure to focus on the quality of governance such as equity and social justice (Adegbite *et al*., 2022). This means that the combination of quantitative and qualitative measures of evaluation systems should be targeted with the goal of realizing full delivery of performance evaluations.

6.3 Participatory Governance

One such revolution in the domain of the public administration is participatory governance where the citizens and other stakeholders make decisions. This solution appreciates the fact that governance requires administrative effectiveness and not only democratic legitimacy and inclusiveness (Williams *et al*., 2021). Participatory governance enables the relevance and

effectiveness of the policies made by the citizens as the citizens are involved in policy making and implementation. A better policy outcome is one of the most important merits associated with participatory governance. The need of the people and the likes are more likely to have an influence on the policies created and the stake held when the decision is made jointly with the citizens, and simultaneously, the stakeholders. This reflects the possibility of an effective execution and effectiveness in the policies formulated due to this coincidence between the formulation of the policies and populism.

They can also strengthen the accountability by the participatory government that provides the people with an opportunity to check their counsel by them. The citizens can monitor the operations of the government, give their voices, and hold the officials responsible to the decisions (Yaro *et al*., 2023). This will reduce corruption incidence and enhance bureaucracy transparency. Further, active participation makes people feel like they own and have a responsibility and more individuals would become conformable to policies and programs.

The other critical problem of participatory governance is that it causes the establishment of trust between the citizenry and the government. Administrative institution used with the perception that they will be heard and that their concerns will be addressed will imply that they will trust the institutions (Kuntadi *et al*., 2022). Without this trust, there would be no way to have good governance since cooperation becomes easy and counteract the policy initiatives. Introduction of participatory governance in whatever form requires keen design and management strategy. They might not be able to guarantee the inclusion of participation, the prevention of elite capture and proper coordination of the stakeholders. However, despite all these difficulties, participatory governance continues to take a significant role in the modern administrative reform and this can assist in making the systems of governance a little more responsive and democratic.

6.4 Process Simplification

One of the key changes that will assist to make the administration leaner and more efficient is streamlining of the processes. It involves elimination of delays, reducing the paper work and streamlining the administration job. The governments can minimize the red tape through simplification of procedures and making the reduction of their policies faster and more effective (Quadri *et al*., 2023). This ease of the process is among the key benefits of this administrative burden on the officials, as well as citizens. It is one in which complex processes have resulted into the obstructions to the services to the masses, thus creates delays and frustrations. Streamlined processes facilitate interaction of citizens to administrative systems that further promote service delivery and satisfaction to the citizens. The efficiency is also enhanced concerning time and resources utilized on administrative activity since simplification of the process makes time and resource consumption rises (Satispi *et al*., 2020). Exemplary procedures enable prompt reaction and eradicate chances of errors. This is primarily important in regard to the conditions surrounding the large scale policy implementation since the efficiency is the most important in regards to achieving the intended results.

Besides, the simplification enables the transparency due to the greater readability and accessibility of the administrative procedures. The level of accountability is also improved by ensuring that the procedures involved are transparent and simple to understand so as to reduce discretion and corruption (Lotta *et al*., 2020). The citizens will learn their rights and responsibilities hence becoming more involved into the systems of governance. Despite this, the simplification of the processes must progressively be undertaken to ensure that it does not influence on the accountability or the watch over. Complexity reduction can be essential though

it is as important to have the mechanisms that will ensure the transparency and the abuse of power. This is the key to process simplification being a reform strategy in order to achieve success.

7. IMPACT ON GOVERNANCE OUTCOMES

7.1 Efficiency

Efficiency is one of the greatest impacts that good bureaucratic system has. A well organized bureaucracy will be able to unleash the maximum exploitation of resources and the governments will lead to policy goals that are not wasted. Good administration systems render the processes more expressive reducing wastes and enhancing productivity and make the governance better (Warman *et al*., 2022). The bureaucratic structures and its operation are related to efficiency. This is also because of hierarchical organization, division of functions and uniformity of methods of operations establishing systematic and coordinated implementation of policies. However, efficiency is only possible as a result of continuous change and improvement because rigid mechanisms may reduce the speed of response and innovation.

7.2 Transparency

Transparency is good governance and the bureaucracies have a great influence. openness is enhanced through clarity of rules, standardized procedures and computer systems since the citizens have access to the information. Open administrative procedures reduces the chances of corruption and they become more responsible that makes people even more trustworthy to governmental institutions (Hill *et al*., 2021). The e-governance, which involves integration of technology, has also enhanced transparency by the real time access to the information and the services. Citizens can also follow the applications and get the government information and can also engage the administrative systems more conveniently. This openness on how things are done in the running of the organization contributes to the increased accountability and trust in governance.

7.3 Responsiveness

One place where this appears is the aspect of responsiveness that examines the implementation of the formula to meet the needs and concerns of the citizens in an effective and prompt manner by the administrative systems. The decentralized and flexible bureaucracies are better placed to be able to adjust in the dynamic environment and the different local conditions. These systems bring about flexibility in the governance processes due to the enhanced power of the local authorities and innovation (Gedeona *et al*., 2021). The dynamic governance is particularly essential in the setting of dynamic policies which require interventions at some point. When the administrative systems focus on the responsiveness as a key priority, the most likely result of the policies would be encouraging and the community would be satisfied.

7.4 Equity and Inclusiveness

Equity and inclusiveness is paramount point of governance and the services offered to the different social groups is equitable. The bureaucratic systems have been quite useful in implementing such values by policies that are responsive to the needs of the marginalized and vulnerable groups (Iqbal *et al*., 2020). The existence of a well-giving bureaucracy guarantees that there exist no imbalances in the execution of the policies hence promoting social justice. At the same time, it needs to be conscious of the different requirements of different

communities and alter the implementation strategies to render them inclusive. This symmetry and plasticity is necessary to the delivery of equitable provision of governance outcomes.

8. BALANCING CONTROL AND FLEXIBILITY

The ability to come up with the best balance between bureaucratic control and administrative flexibility is one of the primary problems in the discipline of the public administration. The bureaucratic form of control is much required in terms of holding people accountable, uniformity and permanence in governance because of its characteristics of resisting, establishment of hierarchies, rules and procedures (Razak *et al*., 2021). However, too much control can lead towards inflexibility and incapability to adapt the administrative systems to the changes that are occurring. Administrative flexibility on the other hand allows innovation, responsiveness and decisions that are based on context. More appropriate systems are flexible systems to address the dynamic and complex policy issues. However, it is likely that one might not become responsible and take greater risks of arbitrary decision-making by excessive flexibility.

This integration of these two dimensions has been hailed as the key to proper governance whereby a hybrid approach has been incorporated. It is a plan, which involves the foreseeability, accountability of the formal systems, flexibility and innovativeness of the informal ones. This requires institutionalisation of structures that would provide guidelines but through discretionary implementation. Another factor, which is required in the development of such balance is leadership, organizational culture and institutional capacity. Welcoming organizational culture might be beneficial in supporting innovativeness and flexibility, but healthy leadership may aid in the implementation of reforms (Trondal *et al*., 2023). The management of this hinges on the capacity of the administrative systems to harmonize, on skills and resources; or better put, on the capacity of an institution. In a conclusive look, the factor of control and flexibility is not a onetime mission and it should be a lifelong venture that requires to be evaluated and kept up to date on a regular basis. By adopting a moderate position the governments can ensure that the implementation of the policies becomes more effective and achieve the outcome of sustainable governance.

9. DISCUSSION

The findings have shown that bureaucratic systems contribute significantly to the success of governance. Although traditional bureaucracies with their stability and accountability, they have to fit the pressure of dynamic governmental place forces. The latest changes in administration primarily those that centre on technology, power devolution and involvement of the citizens give viable solutions to overcome bureaucracies inefficiency (Rahmi *et al*., 2022). However, the reforms need to have contextual relevance but must be carried out cautiously to ensure that no undesirable outcomes are brought. The institutional culture, political will and administrative capacity is found to be the success of such reforms.

10. CONCLUSION

One of the main aspects of the governments systems is bureaucratic structure which defines the effectiveness of the policy implementation and provision of the social services. Even though it is a highly ordained and controlled system, making it an ordered system and holding every member responsible, the system is marked by the issues such as rigidity, delays, and inefficiencies. It is stressed that the paper has to balance the bureaucratic level of control and the flexibility to better the results of the governance. The reforms of e-governance, decentralization and participatory administration have been so promising in terms of ensuring

better efficiency and responsiveness of bureaucracy. There is also the need to have sustainable governance which is established by creating a transparent, accountable and people-cantered administrative system. Lastly there is the strategic need to reform the bureaucracies not only because it is a technical requirement, but also because it would facilitate the smooth policy implementation and enforcement of the democratic rules.

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