

KAY 274  
THEORIES OF STATE &  
BUREAUCRACY

WEEK 5  
PROBLEMS OF BUREAUCRACY

METE YILDIZ

# References

- Eryılmaz, Bilal
  - Kamu Yönetimi, Ankara: Okutman Yayıncılık içinde “Türkiye’de Bürokrasinin Sorunları”, s. 266-274.
- Orhan Gökçe ve Ali Şahin
  - Yüzyılda Türk Bürokrasisinin Sorunları ve Çözüm Önerileri
- Gerald E. Caiden
  - What Really is Public Maladministration?
- Jeffrey Greene
  - Myths and Realities about the Bureaucracy

# Recep Yazıcıoğlu

## Basic Criticisms and Suggestions

- Separation of powers system is not working
  - Presidential system
- Excessive centralization
  - Empowerment of local governments
- Politics' effects on administration
- District-wide electoral system (Dar bölge seçim sistemi)
- Culture based on inertia and passivity
  - Corruption
  - Lack of transparency
  - Informal economy
- Lack of civil society development

# Problems of Bureaucracy

Bilal Eryılmaz+ Gökçe & Şahin

- A. Organizational Problems of Bureaucracy
  1. Centralized Administration
    - Centralization vs. decentralization
  2. Organizational Growth
    - In terms of budget, personnel, units...
    - Recent growth in local governments
  3. Secrecy in government
    - Lack of transparency and accountability
  4. Being slow to adapt to change

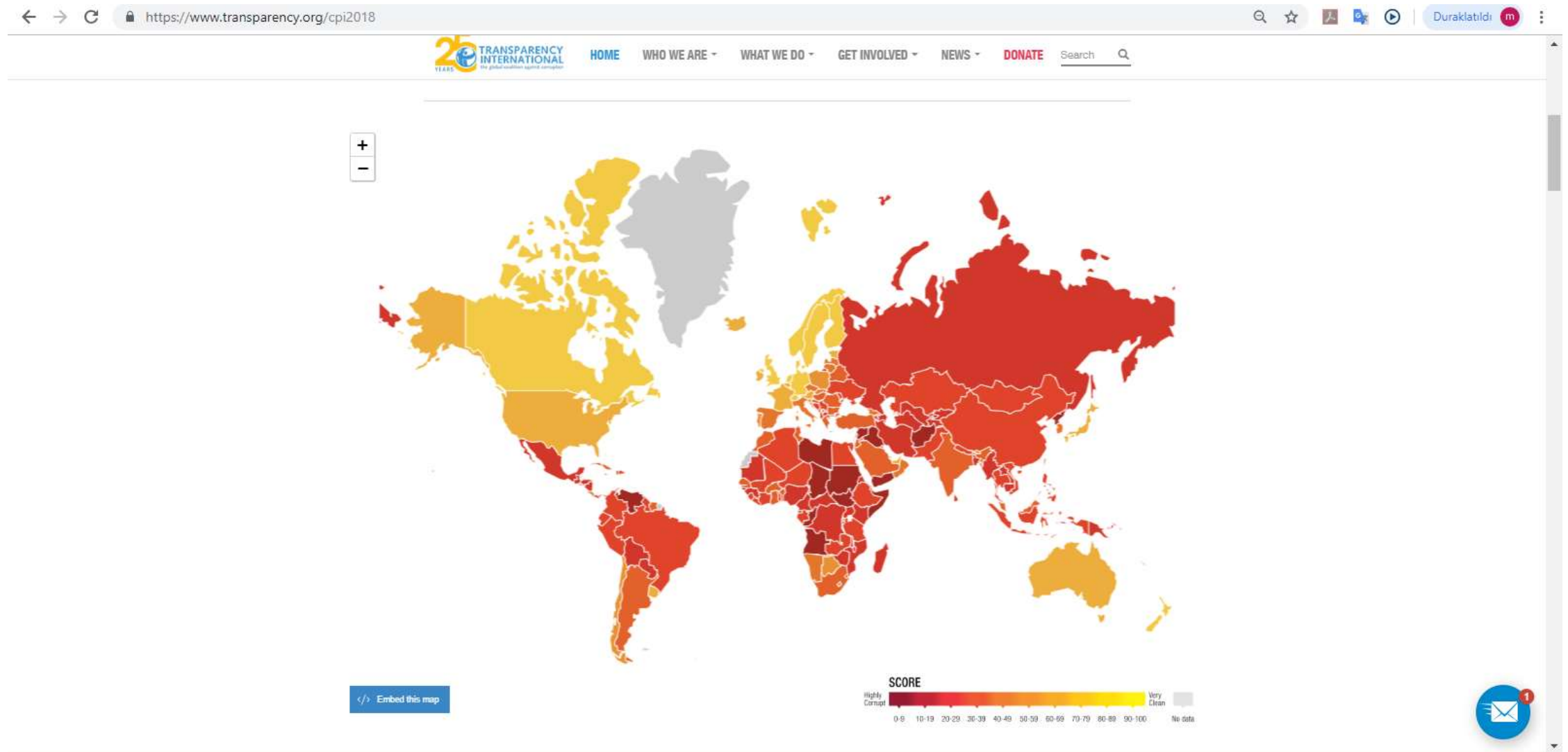
# Problems of Bureaucracy

Bilal Eryılmaz+ Gökçe & Şahin

- B. Functional Problems of Bureaucracy
  1. Escape from responsibilities
    - by formalism and red-tape
  2. Politicization and nepotism
    - Lack of merit system implementation
  3. Corruption and bribery
  4. Functioning through intermediaries
    - Such as MPs, politicians, retired civil servants...

# Public Sector Corruption Perceptions Index (2018)

<https://www.transparency.org/cpi2018> (April 1, 2019)



# Bureaupathologies

Gerald Caiden

- Characteristics and types of administrative failure
  - Public maladministration
  - Dysfunctions of bureaucracy
  - Administrative pathologies
  - Sabotage of bureaucracy

# 175 Common Bureaupathologies

Gerald Caiden, 1995: 492.

**Table 1**  
**Common Bureaupathologies**

Abuse of authority/ power/position	Fear of change, innovation, risk	Lack of creativity/ experimentation	Reluctance to delegate
Account padding	Finagling	Lack of credibility	Reluctance to take decisions
Alienation	Footdragging	Lack of imagination	Reluctance to take responsibility
Anorexia	Framing	Lack of initiative	Remoteness
Arbitrariness	Fraud	Lack of performance indicators	Rigidity/brittleness
Arrogance	Fudging/fuzzing (issues)	Lack of vision	Rip-offs
Bias	Gamesmanship	Lawlessness	Ritualism
Blurring issues	Gattopardismo (superficiality)	Laxity	Rudeness
Boondoggles	Ghost employees	Leadership vacuums	Sabotage
Bribery	Gobbledygook/jargon	Malfesance	Scams
Bureaucratise (unintelligibility)	Highhandedness	Malice	Secrecy
Busywork	Ignorance	Malignity	Self-perpetuation
Carelessness	Illegality	Meaningless/make work	Self-serving
Chiseling	Impervious to criticism/ suggestion	Mediocrity	Slick bookkeeping
Coercion	Improper motivation	Mellownization	Sloppiness
Compacency	Inability to learn	Mindless job performance	Social astigmatism (failure to see problems)
Compulsiveness	Inaccessibility	Miscommunication	Soul-destroying work
Conflicts of interest/objectives	Inaction	Misconduct	Spendthrift
Confusion	Inadequate rewards and incentives	Misfeasance	Spoils
Conspiracy	Inadequate working conditions	Misinformation	Stagnation
Corruption	Inappropriateness	Misplaced zeal	Stalling
Counter-productiveness	Incompatible tasks	Negativism	Stonewalling
Cowardice	Incompetence	Negligence/neglect	Suboptimization
Criminality	Inconvenience	Nepotism	Sycophancy
Deadwood	Indecision (decidophobia)	Neuroticism	Tail-chasing
Deceit and deception	Indifference	Nonaccountability	Tampering
Dedication to status quo	Indiscipline	Noncommunication	Territorial imperative
Defective goods	Ineffectiveness	Nonfeasance	Theft
Delay	Ineptitude	Nonproductivity	Tokenism
Deterioration	Inertia	Obscurity	Tunnel vision
Discourtesy	Inferior quality	Obstruction	Unclear objectives
Discrimination	Inflexibility	Officiousness	Unfairness
Diseconomies of size	Inhumanity	Oppression	Unnecessary work
Displacement of goals/ objectives	Injustice	Overkill	Unprofessional conduct
Dogmatism	Insensitivity	Oversight	Unreasonableness
Dramaturgy	Insolence	Overspread	Overstaffing
Empire-building	Intimidation	Overstaffing	Paperasserie
Excessive social costs/ complexity	Irregularity	Paranoia	Patronage
Exploitation	Irrelevance	Payoffs and kickbacks	Perversion
Extortion	Irresolution	Phony contracts	Pointless activity
Extravagance	Irresponsibility	Procrastination	Punitive supervision
Failure to acknowledge/act/ answer/respond	Kleptocracy	Red-tape	
Favoritism	Lack of commitment		
	Lack of coordination		



# Bureaupathologies

Gerald Caiden

- Some of the Bureaupathologies
  1. Overkill or diseconomy
    - Results are achieved at unnecessarily high costs
  2. Big-stick syndrome
    - Self-defeating control and threats
  3. Tail-Chasing
    - The more is supplied, the more is demanded.
  4. Conflicting objectives
  5. Being dogmatic, not experimental

# Problems of Bureaucracy

- Performance evaluation is not widespread
- Low level of merit
- Disconnection and alienation between the bureaucrats & the people
- Inability to adapt to the scientific and technological innovation in general
  - and the information age specifically

# Some New Channels of Control for Bureaucracy

CIMER Example (Presidency Communication Center)

Online Application: <https://www.cimer.gov.tr/>

Browser address bar: <https://www.cimer.gov.tr>

Logo: TÜRKİYE CUMHURİYETİ CUMHURBAŞKANLIĞI İLETİŞİM BAŞKANLIĞI

Logo: CIMER | CUMHURBAŞKANLIĞI İLETİŞİM MERKEZİ

Buttons: BAŞVURU YAP, BAŞVURU SORGULA

Link: E-Devlet ile başvuru yapmak için tıklayınız. »

Form fields:

- T.C. Kimlik Numarası
- Adınız
- Soyadınız
- Annenizin evl. önceki soyadı (İlk ve Son Harf)
- Cep telefonu numaranız

Button: Onay kodu gönder »

Background image: A large monument with a crescent moon and a star, set against a blue sky with clouds. In the foreground, there are buildings and a sign for ALO 150 DOĞRUDAN CUMHURBAŞKANLIĞI.

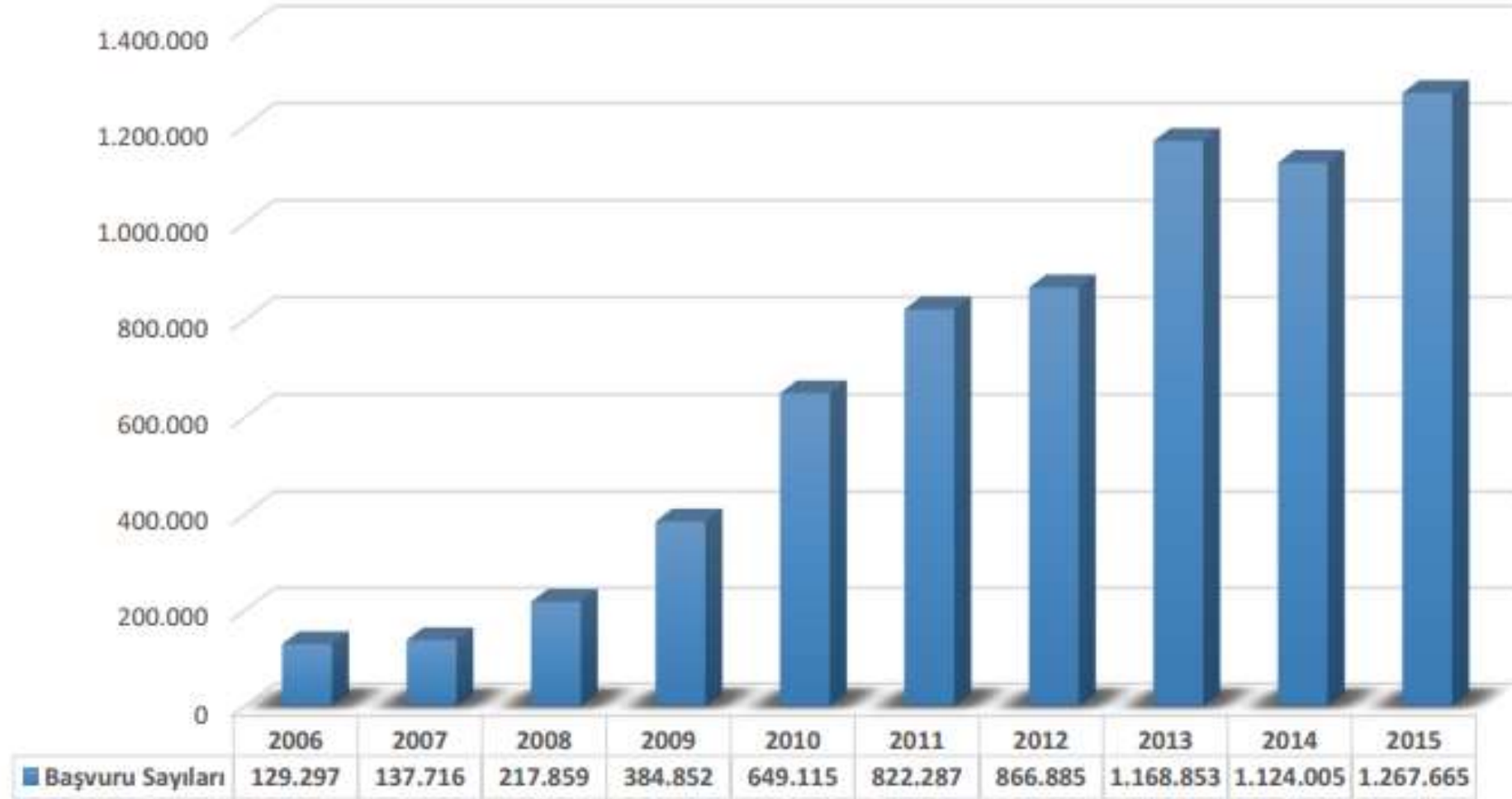
Text: DUYURULAR

Text: İstek, öneri ve şikayetinizi CIMER'e iletin.

Text: Çözümü ortak olun, yönetime katılın

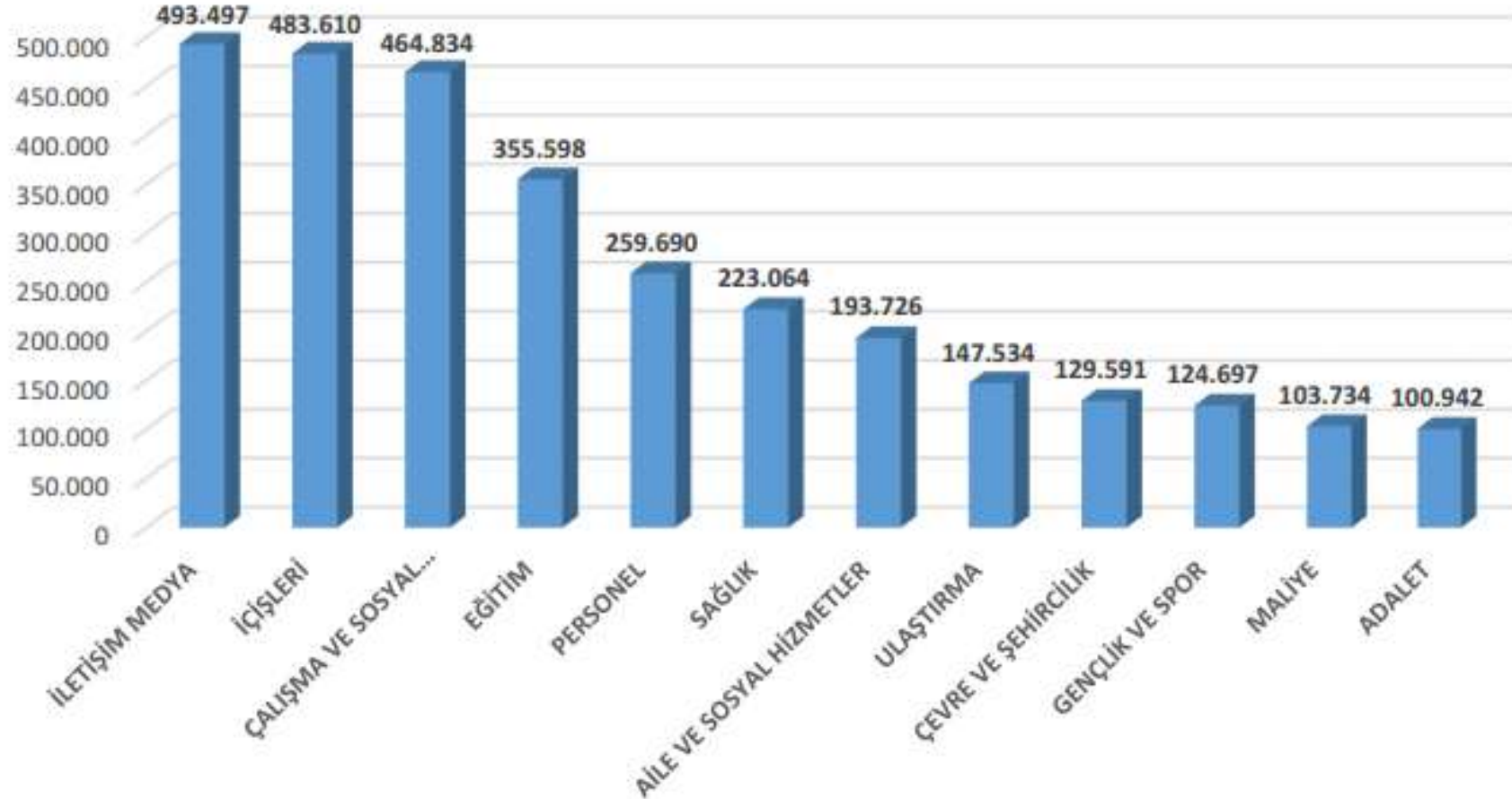
# BIMER (Prime Ministry Communication Center) Applications

<http://www.bimer.gov.tr/Forms/Docs/SayilarlaBimer.pdf> (May 4, 2016)



# Subjects of BIMER Applications

<http://www.bimer.gov.tr/Forms/Docs/SayilarlaBimer.pdf> (May 4, 2016)



# Some New Channels of Control for Bureaucracy

## Ombudsman Example


- The purpose of the Ombudsman Institution is to establish an **independent and efficient complaint mechanism** regarding the delivery of public services
  - It can investigate, research and make recommendations about the conformity of all kinds of actions, acts, attitudes and behaviours of the administration with law and fairness under the respect for human rights.
  - Natural and legal persons including foreign national may lodge complaints to the Ombudsman Institution.


# Some New Channels of Control for Bureaucracy


Ombudsman (Kamu Denetçisi)


Online Application: <https://ebasvuru.ombudsman.gov.tr/>


← → ↻ https://ebasvuru.ombudsman.gov.tr ☆ 📄 🗨️ ⏪ Duraklatıldı m


**KAMU DENETÇİLİĞİ KURUMU  
BAŞVURU SAYFASI**


 E-DEVLET İLE BAŞVURU


 NÜFUS CÜZDANI İLE BAŞVURU

 KİMLİK KARTI İLE BAŞVURU

 YABANCI KİMLİK KARTI İLE BAŞVURU

 ÇOCUK BAŞVURUSU

 Teknik Yardım

 S.S.S

Adres: Kavaklıdere Mah. Zeytin dalı Caddesi No:4 Çankaya/ANKARA  
Telefon: 0 (312) 465 22 00 Faks: 0 (312) 465 22 65  
E-posta: [iletisim@ombudsman.gov.tr](mailto:iletisim@ombudsman.gov.tr)

# Opening Up Communication Channels

## Example of Online Chat with Citizens

Tepebasi Municipality, Eskişehir, Turkey, <http://www.tepebasi.bel.tr/haberler/HaberDetay.aspx?hid=3961> (April 29, 2016)

The screenshot displays the website of Tepebasi Municipality. The main banner features a green background with the text "GÜNEŞ ENERJİLİ SARJ İSTASYONLARI" (Solar Energy Charging Stations) and "ESKİŞEHİR TEPEBAŞI BELEDİYESİ". Below the banner is a navigation menu with links for "Anasayfa", "Başkan", "Kurumsal", "Güncel", "Bilgi Edinme", "Online İşlemler", "İletişim", and "Haber Arzı".

The main content area is divided into two columns. The left column, titled "TEPEBAŞI BELEDİYESİ HABERLERİ", features a large image of a man in a suit pointing at a map, with the text "AKILLI KENTSEL DÖNÜŞÜME AVRUPADAN DEV DESTEK" below it. The right column, titled "ONLINE İŞLEMLER", lists services such as "E-Belediye", "E-İmar", and "Kart Haritası". Below this is a "HIZLI MENÜ" (Quick Menu) with icons for "Etkinlikler", "İhale İlanları", "Nüfus İşlemleri", "Muhafızlar", "Tarih Kayıtları", and "Sosyal Medya".

On the right side of the page, there is a "Canlı Mavi Masa" (Live Blue Line) chat window. It includes the Tepebasi Municipality logo and the text "Mavi masa online destek". Below this, there is a brief description of the service: "Tepebaşı Belediyesi Canlı Mavi Masa Hizmetine hoş geliniz. Size daha kaliteli hizmet verebilmek adına görüşmeleriniz kayıt altında tutulmaktadır. Lütfen aşağıdaki bilgileri doldurunuz." (Welcome to the Tepebasi Municipality Live Blue Line Service. To provide you with higher quality service, your conversations will be recorded. Please fill in the information below.)

The chat window contains a form with the following fields: "Ad-Soyad:" (Name-Surname), "E-posta:" (E-mail), "Telefon:" (Phone), "Adres:" (Address), and "Soru:" (Question). A "Gönder" (Send) button is located at the bottom right of the form.



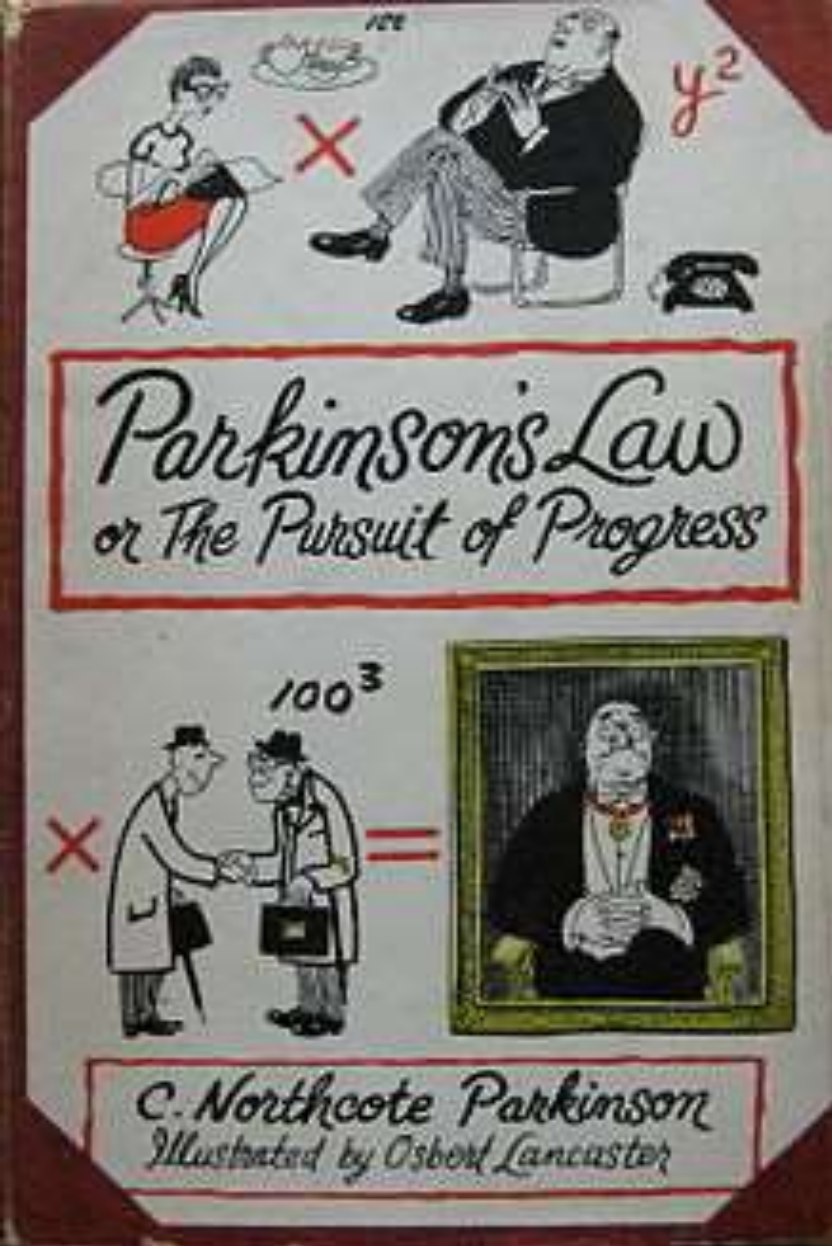
# Humorous Approaches to Bureaucracy

C. Northcote Parkinson

- Parkinson's Law :

- ( A ) any job fills the time being given to it for completion
- ( B ) There is no relationship between the number of people who need to do that job and the volume of that job.

Source: C. Northcote Parkinson, *Parkinson's Law, and Other Studies in Administration* , Houghton Mifflin Co. Cambridge, Mass ., 1957 .



# Humorous Approaches to Bureaucracy

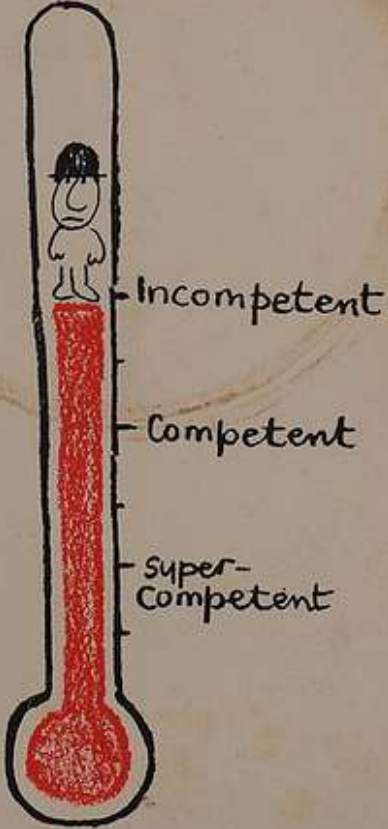
C. Northcote Parkinson

- Civil servants create jobs for each other.
- The committee / commission is a creature with the highest growth rate.
- The importance of a committee is negatively proportional with the number of its members
- The importance of an issue is negatively proportional with its discussion.

pan books

# The Peter Principle

Dr Laurence J Peter and Raymond Hull



'Every employee tends to rise to his level of incompetence'

## Humorous Approaches to Bureaucracy

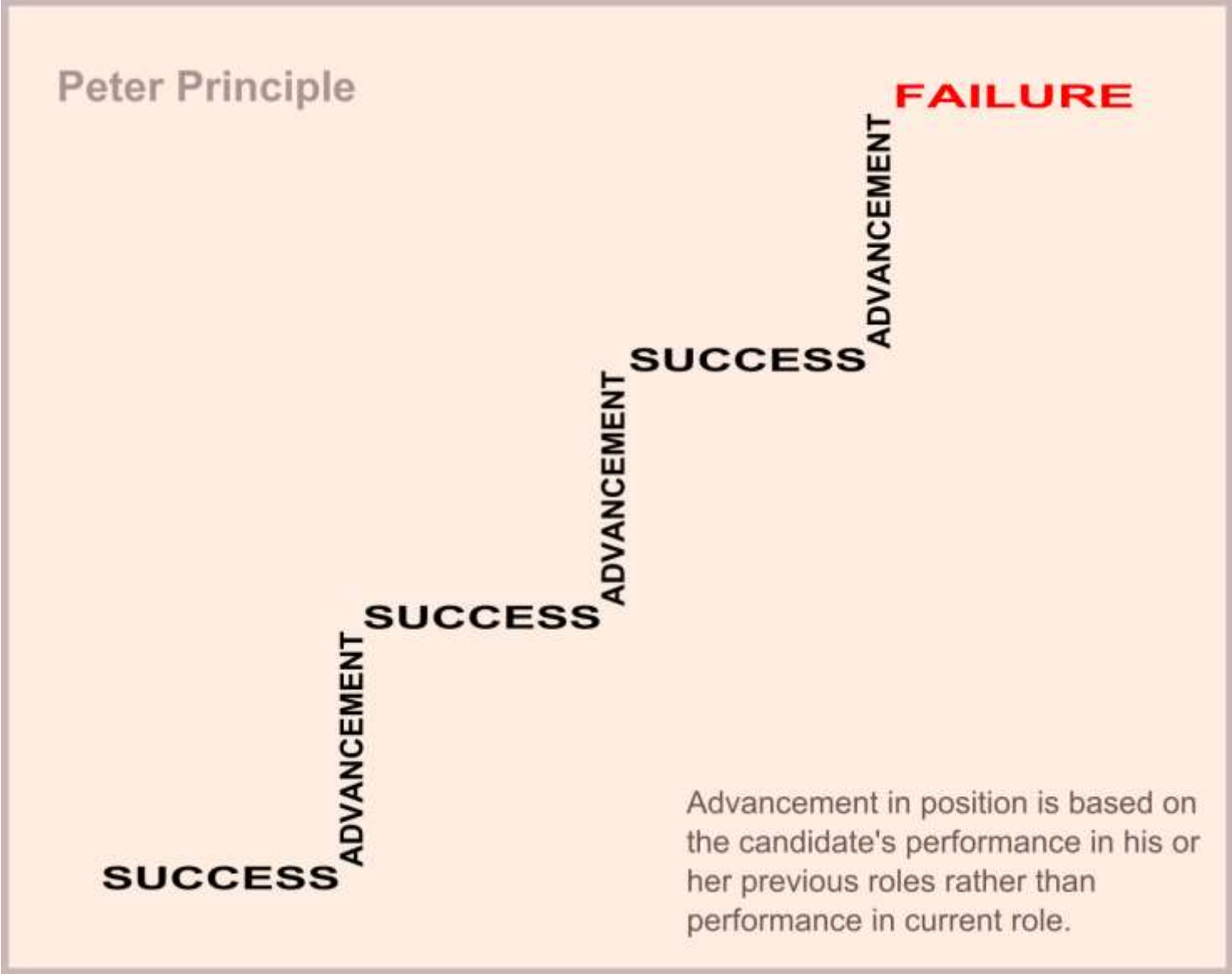
Laurence J. Peter

- Peter Principle

- The selection of a candidate for a position is based on the candidate's performance in their current role, rather than on abilities relevant to the intended role.
- Thus, employees only stop being promoted once they can no longer perform effectively, and "managers rise to their **level of incompetence.**"

Source Laurence J. Peter ve Raymond Hull, The Peter Principle, Pan Books Ltd., Londra, 1971.

# The Peter Principle

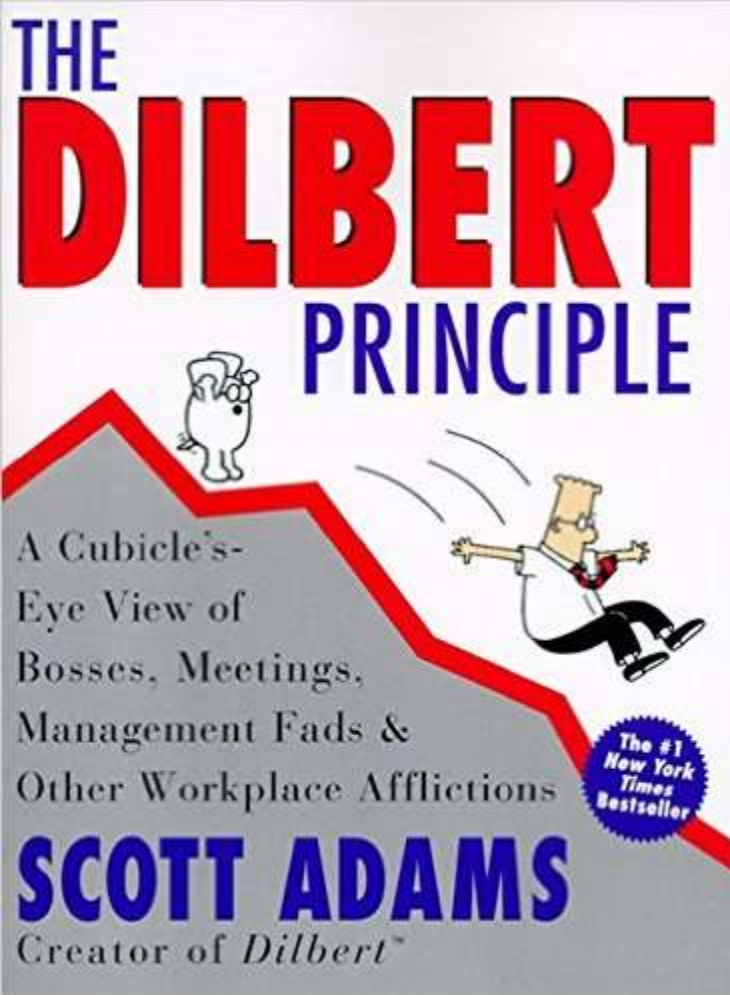


# Humorous Approaches to Bureaucracy

Laurence J. Peter

- Peter Principle

- In time, every post tends to be occupied by an employee who is incompetent to carry out its duties.
- Work is accomplished by those employees who have not yet reached their level of incompetence.



# Humorous Approaches to Bureaucracy

Scott Adams

- The Dilbert Principle
  - Companies tend to systematically **promote their least-competent employees to management** (generally middle management), in order to **limit the amount of damage** they are capable of doing.

Source: Scott Adams, The Dilbert Principle, Harper Business Publications, New York, N.Y, 1996.