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Abstract

Every era itself arise natural queries of good governance through anthropological, social, ideological, ethical, cultural, educational, economical, political and factual commands. Relations of good governance and bureaucracy are obvious which in dearth of professional standards. An introspect from bureaucracy which leads to variform reaffirmations.

Key Words : *governance orienteering Perspective of Public Administration*

The importance of good governance and bureaucratic behavior in India is seen in the fact that it is nearly impossible to discuss the politics of contemporary India without frequent references to the roles and attitudes of government servants. While there are very few micro-studies of the activities or perceptions of Indian bureaucracy, there is a growing literature seeking to probe the general character of the bureaucracy. Etymologically, the term bureaucracy may be traced to the French word Bureau, meaning a writing table or desk. Bureaucracy, thus, simply means desk government. Following the model of the definition of 'democracy', one may define bureaucracy as government of the bureaus, by the bureaus, and for the bureaus. According to a neutral source like Encyclopedia Britannica, the term "signifies the concentration of administrative power in bureaus or departments, and the undue interference by officials in matters outside the scope of state interference". In the words of Max Weber "The purest type of exercise of legal authority is that which employs a bureaucratic administrative staff. According to John A. Vieg, "Through distortion and caricature, the term 'bureaucracy' has come to imply bungling, arbitrariness, wastefulness, officiousness and regimentation". "There is a growing opinion that civil society is all important for strengthening democracy by providing analysis of governance with a systematic understanding of public, private and mixed arrangements and making politicians, bureaucracy accountable to their people and nation". Good governance is the latest world bank recipe for sound development management with in- built conditionalities such as transparency and accountability, legal-institutional framework and general governmental capacity.

Morale in Administration of Bureaucrats : The morale of bureaucrats is universally recognised to be one of the important factors conducive to efficiency in administration. Napoleon is said to have considered morale responsible for seventy - five percent of the value contributed by four elements in battle efficiency, viz., numbers, arms, training and morale, to sustain high morale among all ranks of public personnel over a period of time, however, is not an easy task in any country at any time.⁶ Ethics towards administration by bureaucracy protection of the official from external pressures: In democracy, an official is likely to be subjected to pressures from groups, like the political parties, workers' unions and other semi-official or non-official or-

ganizations. At times an official may even be called upon to justify his action with a change in the complexion of the government. This tendency to reopen old decisions and judge them out of context should be guarded against. Such pressures tend to make the official timid and suppress his initiative and independence of judgment.

Accountability: Perhaps the greatest deterrent to an official's improper conduct is the possibility of his being called upon to justify his conduct directly to his superior or indirectly through the Minister to the Parliament. Publicity to decisions in fields where the publication of lists of those who are granted permits, licences, tenders and contracts may expose official acts to public scrutiny. Fear of exposure itself acts as deterrent. Opening a large number of official records to public scrutiny and insistence on officials writing out statement of positions taken by them may also help. **Professional Standards:** One of the effective ways to maintain a high level of morale and integrity among public officials is the setting up of good professional standards. This will also helps in raising ethical standards of official conduct. The following considerations should be the uppermost in the mind of the public official:

Self-Introspection : Do I so conduct myself as a public official that any time I would be easy and Unembarrassed to answer for an official act or failure to act ? Is my sense of duty strong enough to override my personal or other loyalties ? Will my action result in preferential treatment of any person, group or interest at the expense of the public interest ? Does my personal conduct on and off the job detract from my effectiveness as a public official ? Will the acceptance by me or my subordinate of any gift, service, entertainment or other favour reflects detrimentally on the public interest, the organization, or my office ?

Indian Aspects : The traditions of the Indian bureaucracy/services developed under British colonial rule, stressing neutrality and limited application of authority in the areas of law and order and the collection of revenue, do not seem functional at a time when India is engaged in deliberate economic and social development. The condition in India seems to arise from difficulties in adapting to new roles. The leaders of independent India are the product of a movement that saw bureaucracy as its natural enemy. Prior to the emergence of Gandhi: Attempts to apply aspects of his programmes of Satyagraha, the demand for more Indians to

be appointed to the Indian Civil Services (ICS) had been an important portion of the demands of the Congress. Post - Gandhian attitude: Towards bureaucracy is reflected in Jawaharlal Nehru's statement that the Indian services "were a kept service and an expensive luxury". Apart Professor Hugh Tinker has give support to the view that government by consent in India must rest on the authority of village councils and not "on a bureaucratic 'Steel-frame' that fails to reflect the true interest of the people"

Bureaucracy to articulate the masses : The bureaucrat has a vital role to play in policy formulation, but there cannot be a complete division between policy formulation and policy administration in a complex society like ours". In developing society, it is the bureaucracy's responsibility to articulate what many segments of our society are not in a position to give vent to " For doing this, it will have to have a value sensitivity-to feel and articulate what the common man to be apart of social processes. A bureaucratic structure more aware of and responsive to the needs of the people would increase the interaction between policy formulation and administration. In implementing policies, a feed back mechanism would be available for making changes where necessary to ensure that the goal set before it are achieved. Relevant and correct information would be available for revision of policy. Rural credit is a clear example where our policies get garbled in implementation, as we cannot compete with the trader and the moneylender in the matter of prompt response to the needs of the common man. On other hand the political leadership has granted the bureaucracy a key role in the whole development effort for good governance. Both elected Ministers and officials agree that public apathy and village traditionalism are major problems; although their statements also include idea that general public is just waiting to be given means to improve their lives.

Good Governance: Bureaucracy should stress on participatory decentralized rural governance with covering of historical, statutory and practical facts and issues, and draw attention to the problem of resource crunch, parallel institutions at the local level and too-encouraging people's participation at the grass roots level, despite constitutional provisions. Shape the character and actions of the Indian state one has reasons to express doubts about the future of constitutionally ordained bodies as institutions of self-government and instruments of economic development and social justice".

Revamping Bureaucracy : People all over the world have always complained about the functioning of their government. While most business and professional organisations have been changing with changing times, government bureaucracies, by and large, remain the same-hierarchical, insensitive, sluggish and monopolistic. Some have grown into monoliths to overcome and others riddled with corruption.

Following changes must be in demand : Need for change in orientation, question of behavioral and attitudinal change Striking a balance between rule-bounded ness and dynamism, effective exercise of discretion. According to Laski, the characteristics of bureaucracy are: A passion for routine in administration, the sacrifice of flexibility to rule, delay in

the making of decision and a refusal to embark upon experiment. There can be little doubts that the Indian bureaucracy is engaged in some aspects of four crucial functions that must be performed in any political system: political socialization, decision-making, implementation and support building. As the development programmes have been evolved since 1947, contact between officials and citizens has been greatly increased and the bureaucracy's roles in political socialization and implementation have become more crucial for the Indian system. But for good governance attention needs to be given towards evolving an administrative set up and modes of functioning, which can meet the challenge of the plan. Professionalism in administration must be promoted. The administrators must have capability and the initiative to provide active leadership rather than merely react to the views and actions of others. He must be accountable for results. There is need for visible improvement in the management and operation of the public sector." But now days the modern bureaucrat, given his new development functions, is also drawn into closer relations with the traditional structure of Indian villages.

Conclusion : Revamping of bureaucracy and the fulfillments of the people and their interest should have the first and foremost business for the governments that are coming in the power for good governance co-relation of social theory and public administration (in form of bureaucracy essentials) and citizen charter is the successive approach to the development of the functioning of the good governance as well bureaucracy.

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