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Subject: Public Administration

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## PART-II

### Q.7

#### 1) Introduction

The scientific management movement led to the discovery of the Hawthorne Effect. Because, it focuses on to increase the production while negated the feeling and emotions of an individual. It has taken an individual as a machine. Contrary to it, Elton Mayo carried out an experiment known as Hawthorne effect from which he discovered the human behavior school of thought. According to this school of thought the workers are considered as a human, their efforts are recognized and economically incentivised.

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A) Why the Scientific Management Movement failed

i) Human treated as a Machine

In the SMM the human were taken as a machine. The sole purpose of the movement was to increase the production, irrespective while keeping in view their emotions and recognition.

ii) production oriented

The SMM was solely based upon to increase the production while maximum utilizing the workers. Who started psychological to reduce the products.

iii) Job insecurity

Workers were in the view that if the production is increased then the owner will remove the extra labours from the jobs. Therefore, this intentionally reduced the products and the SMM failed.

iv) No extra economic incentives

Incase, if the workers have increased the productivity, their

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extra efforts were neither recognized nor appreciated.

v) Master, Boss and worker relation

The superordinate of an organizations have a holistic relation with their workers. The Boss or Master was using authoritative behavior with the worker which resulted the inefficiency in the production.

## B) Hawthorne effect

Elton Mayo joined the Madvel Steel Mill as a worker at Chicago and then promoted to Chief engineer. Who faced the issue of less production. He was assigned to to determined the reasons and give way forward to improve the production.

i) Experiment

He putted few workers into a room and provided them proper environment and conditions for work. He provides maximum light to them. As a result the production was increased. Contrary to it, then

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he reduced the light, but the production remained the same.

Result of the experiment

The production was not influenced by the increase and decrease of light. It is deduced that the production is not influenced by this external environment.

ii.) Experiment two

In the second experiment Elton Mayo provided an open environment to the workers. They were allowed to in, out, gossip and break whenever they wanted.

Result of the experiment

The soft behavior of the supervisor and open environment to in, out or break when they want resulted maximum production.

c) Behavioral school of thought

When Elton Mayo concluded from his experiments that the increase in production is directly influenced by the behavior of the supervisors with his workers. Thus, he formulated some ways to improve the behavior of supervisors with his workers.

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1) Characteristics of the theory with the context of modern day organization

i) Human emotions are considered

In the human behavioral approach the human emotions were considered and the workers were treated as a human not as a machine.

In the modern organizations, its employees have an open space. They can take vacation one or two other than their official vacations. They are treated as a human and their emotions have values in the affairs of an organization.

ii) Workers effort are recognized

Elton Mayo from his experiments deduced that, the worker speciality in his domain of work is recognized. He was summoned to take part in decision making relevant to his area of speciality. This step recognized the workers efforts and they put more effort to achieve best result as per this decision, to be proof a correct one.

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### iii) Punishment and Reward

Those workers who performed better were awarded with extra financial incentives. Moreover, those who did not work according to this expectation then they were punished with fine and challan.

In the modern, organizations the principle of reward and punishment is applied. It is awarded to the workers in the form of promotion, bonuses, cash reward, transfer and reduction in ranks or salary reduction.

### iv) Good relation between the workers and the Supervisors.

Elton Mayo from his experiment concluded that, production increases in an organization, when the supervisors have good relation with the workers. This relation can further be improved with enhanced communication between both.

In the modern organizations all the supervisors are instructed

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to have positive relations with the worker and to reduce the communication gap between them.

## Conclusion

Scientific management movement did not achieve its target to improve its production due to one way or another. Hawthorne conducted an experiment and found out some ways, which pay the way to human behavioral approach. It has accepted human as a human not treated as like a machine. Recognized his effort, participated in the decision making which resulted in the boosting up of the productivity.

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## Q. 8

## 1) Introduction

An appropriate separation of power between judiciary, legislation and executive ensure effective check and balance on administration. All of the three organs of the government are the external factors to which the administration is accountable. As the situation in Pakistan is concerned, all of the three institutions interfere into the jurisdiction of one over the other. Judiciary in Pakistan validated all the martial laws with the "doctrine of necessity". Executive and parliament in the view that, the power of judicial review should be taken from the Supreme court. While, the military intervention is the other reasons which has reduced the supremacy of parliament in the country.



## 2) Understanding the system of Check and Balance

The system of check and balance is a system in which all the three organs; legislation, executive and judiciary works on the domains of which was given by the constitutions. An efficient system is one in which these three institutions do not interfere in the jurisdiction of one over the other.

Example The system of check and balance works efficiently in the United States of America where president keeps check on the Executive while passing an ordinance or veto the bill. Senate shares power with the president in establishing the foreign treaties. Judiciary can take Judicial Review on the bills and ordinances passed by the president overall, judiciary, executive and legislation keeps check and balance one over the other.

3) How Strong check and Balance System held accountable the administration:

A strong check and balance system held accountable the administration system in two ways.

i) External Accountability

A strong check and balance system provides a strong accountability of the administration.

a) Accountable to legislation

legislation held accountable to the administration through, debates, and discussion, finance releasing, acts and amendments passing.

b) Accountable to Executive

In a strong check and balance system executive also held responsible the administration. While, transferring them, fund releasing, promotion and reduction in rank and even termination as well.

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### c) Accountable to Judiciary

Judiciary also held the representative accountable. If, they done something wrong or misuse of power the citizen can file a writ petition against him, as per the section 22-A, of the C.R.P.C 1948.

### ii) Internal accountability of the administration

An administrator, are not only accountable to executive, legislation and judiciary. But, they are also accountable to their seniors as well.

### 4) Why the Supremacy of Parliament of Pakistan has not been established so far:

There are some basic flaws due to which the supremacy of parliament is compromised in Pakistan, which are given below.

#### i) Institutional Interference

The supremacy of parliament

compromised in Pakistan. Because one institution interfere into the jurisdiction of the other. All martial laws in Pakistan made validated by the judiciary of Pakistan through the "Doctrine of necessity".

ii) The role of small parties  
Small parties in Pakistan play a vital role, while in degrading the role of parliament. Small parties form coalition government who later blackmail the government. To fulfill their demands government work beyond from their jurisdiction. As MQM, coalated with the power party after 2013 elections, who cannot fulfill their grievances about funds and toppled the government.

iii) Military Intervention  
Military intervention in the affairs of parliament negatively influenced its performance in one way or another. As per the article-245 of the constitution of Pakistan 1973, held them responsible

to secure the country from external aggression. Contrary to it, weak political parties, who does not have public mandate dragged military into the domains of politics and the supremacy of parliament compromised.

### Conclusion

An effective system of check and balance held accountable the administration through, finances, transferring promotion stops and annual credential record. Moreover, the supremacy of parliament is compromised in Pakistan because of the institutional interference in the domains of one another, military intervention and judicial activism.

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Q. 6

## 1) Introduction

The civil services of Pakistan was once called 'the Steel-Frame of India' which kept the British India intact and under control.

This steel frame does not serve the purpose of serving state, society and government of Pakistan. Because the civil services of Pakistan structure inherited from the colonial era which were formed to serve their demands. They considered themselves as master rather than public servant. Regulated lack of financial resources, technology awareness and education. The civil services of Pakistan can be robust if certain measures are taken.

## 2) Historical overview to the Civil Services of Pakistan

### i) Colonial Era

Pakistan has inherited its administration structure from colonial era.

where the administrators were empowered through Indian Act, 1919. The purpose of empowerment was to extract the resources of India. In return they were not in the view to provide services to the people of India.

## ii) Bhutto Civil Services Reforms

Bhutto updated the civil services of Pakistan in 1973 according to the needs of the time. Some fundamental reforms given by him is given below:

- He replaced the class system into grades. In which an administrator can be promoted from grade 1 to 22.
- He also introduced horizontal replacement. An officer can shift his cadre from the education to administration.
- Women quota was increased from 5% to 10%.

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• women were also allowed to joined District Management group and Foreign Services of Pakistan.

3) How the current civil services of Pakistan is unable to serve the state, society and public. (Drawbacks)

i) Ambitious Policy formulation  
It is evident from the history of Pakistan that, the policy are often formulated on hunch and ambitions, which the administration becomes unable to implement.

ii) Lack of resources  
The policy of the country formulated while, its implementation needs resources. Moreover, resources are also required for the vocational training, recruitment and the installation of modern technologies. Therefore the administration stagnated and cannot serve the state, public and the government.



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### iii) Rigidity and Red Tapism

The civil services of Pakistan is very rigid. It focuses more on the rules regulation rather than the service providance. which creates red tapism. The file shifts in a hierarchal way from one office into the other and causes delay in the policy execution.

### iv) Centralization of power

In the civil services of Pakistan the power are centralized with the center government. The administrators are functional specialized who are less empowered to use their efficiencies for the betterment of state, society and government.

## 4) Suggestions to Improve the Civil Services of Pakistan

### i) Installation of modern Technology

The time has shifted from tradition

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bureaucracy to e-governance, administration and services. Therefore, the country needs to apply these tools to serve the state, govt and society in a better way.

### ii) Legislation

A civil services reforms is need to improve the structure and function of the civil services in Pakistan. Such as to empower, deregulated, decentralized them.

### iii) Financial Security

The state should financially secure the administrators. provide them bonuses, rewards and promotion on performance.

### iv) Decentralization of power

The government should decentralize its power from federal to provincial and to administrators. So, they should take immediate decision for the improvement of society.

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## 5) Conclusion

Pakistan has inherited its civil services from the colonial era which was constructed in a way to extract the resources of India. Moreover, the administrators, were empowered and trained in a way to form a master slave relation with the public. In Pakistan the same structure is implemented which needs an immediate reforms to deregulate, decentralize, its, public oriented and financially technologically empowered the.

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Q.3

## 1) Introduction

The bureaucracy of Pakistan is blamed that it is politicized and serving the interests of regime rather than the public. While for any administration development it is needed that civil servants should be free, impartial and neutral. Pakistan should not drag the administrations into the political affairs. The institutions should be left according to their constitutional jurisdiction without any interference.

## 2) How the Bureaucracy of Pakistan is serving the regime and not the public

### i) Police Services of Pakistan

The fundamental responsibility of police in Pakistan is to secure the life and property of its citizens.

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controversy to it, it is used for the purpose of political victimization. The power parties want to crush the opposition parties while using the police.

### ii) Judiciary

Judiciary in Pakistan is independent and the judicial activism is on its peak on the decision of the States. It has validated all the martial laws through the "Doctrine of necessity".

### iii) Army

Army itself is dragged into politics by the politicians in one way or another. Those parties who lost their public mandate use military to gain power. Therefore, they have deviated from their fundamental responsibility as per the article 245 of the constitution of Pakistan, 1973.

### iv) Administration

The administration in Pakistan also used by the regime for their own purposes in Pakistan. The District

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Commissioners are often empowered to allow the protests, rallies, marches and congregation or not in the specific areas of the country.