

## Technocracy & its prospects in the bureaucratic structure of the state of Jammu & Kashmir

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### Abstract

Our system of bureaucracy does not help in developing any kind of specialised professionalism, as technical competence has been compromised from day one. The greatest weakness of the Indian bureaucracy is that it lacks a technological orientation, unlike the developed western bureaucracies. We have, therefore, ended up having the generalist administrators, who may be amateur at times, to be in control at all important levels of the administration and the specialist technocrats with all the expertise and innovation, to be at the peripheral and less rewarding positions. Though our bureaucracy has been very good at maintaining order and unity and dealing with any serious internal opposition to their rule, has at the same time been proving its legacy of the British rule. As is being witnessed, there is a constant tussle going on between the technocrats and the generalist bureaucrats over the status, grade and system of placements and promotions already existing in the administrative structure. Hence, it is less successful in encouraging innovation, providing specialist expertise and meeting local demands, and thus less inclined towards development. A research paper on the same subject, based on the study on J&K bureaucracy, has thus been presented to highlight the same issues to an extent. It depicts the present trend and the dire need for the changes to set in at a faster pace, into the J&K bureaucratic system.

**Keywords:** specialization, professionalization of bureaucracy, professional credentials, technical core, expertise, technical competence, technical elite, bureaucratic placement system, legal incumbency of office

### Introduction

Specifically technocracy would mean governance by technical experts in various fields of governmental decision making. A technocrat is a member of a powerful technical elite. Nearly every modern government is a flavour of bureaucracy or technocracy. The commonality between the two is that both think that they know better and can do better than the public. But when it comes to bureaucracy versus technocracy, the ideal situation demands that only a technical person should be allowed to head the sector which is highly technical in nature. The bureaucrats always fight on the grounds that the actual managerial skills lay with them.

Whenever the foundations of bureaucratic power have been studied, it has been found that one of the main power bases inherent in the nature of bureaucracy is the strategic - organizational resources. These strategic organizational resources are the expertise, knowledge and specialization. Professionalization seems to be gaining importance day by day. Professionals gain additional authority by virtue of their professional credentials. On the other hand, simple bureaucratic expertise is frequently founded upon repetitive experience in making mundane decisions<sup>[1]</sup>.

Barnard has said, "The higher the positions in the line of authority, the more general the abilities required". Thus, bureaucracy requires non- specialized functions. The usual tendency for a bureaucrat will be to be a prisoner of his post preoccupations. His "x" years of experience, may be only one year of experience repeated "x" number of times.

There is an inseparability of the technical core from the boundary - spanning functions, in public administration. Pervasive hierarchy also limits the ability of organizations to separate core- technical from boundary - spanning activities because the elements of both, general bureaucracy as well as

technocracy, are present at every level, except for the lowest<sup>[2]</sup>.

With the passage of time, the "expertise" component of policy making has increased and thus has increased the number of experts employed by bureaucracy. They are employed for the specific specialist skills that they possess. This has also raised the issue of the need for control over expertise. It is actually the complexity of the tasks of the modern governments and complexity of their structure that give rise to the problems of this kind<sup>[3]</sup>. In any case, the power of decision - making always lies with the non-technical people in the administration. Even the rules and regulations are framed by the non- technical people. Due to all this, the technical people find it very difficult to deal with their high aspirations.

In any case, the trend is moving towards increasing professionalism, resulting in massive changes in administration. This process of professionalization has also brought in new structures and institutional qualities in bureaucracies. The most important are the professionalization of bureaucracy, and the bureaucrats assuming the character of the professionals. This coincidence of professionalization with bureaucratization was also identified by Weber. This overlap is becoming quite obvious in the increase in specialized activities and specialized functionaries in bureaucracies<sup>[4]</sup>.

### Theoretical Perspectives

Weber strongly believed that no other organisation or structure could replace the bureaucratic structure in its true form. He believed that the technical superiority of bureaucracy as an institution over other institutions was primarily responsible for its ever increasing advancement.

Max Weber was one of the earlier writers to provide

systematic treatment of bureaucracy. One of the main components of his bureaucratic model was technical competence, i.e. the selection of personnel and promotion is based upon organizationally defined universal standards [5]. Officials are not elected but appointed on the basis of technical qualifications. Competence is tested by competitive examination or guaranteed by diplomas.

One of the major critiques was on Weber's claim that bureaucratic organizations were based on rational-legal authority. Parsons (1947) and Gouldner (1954) note that Weber said authority rests both in the "legal incumbency of office" and on "technical competence". This works if superiors have more knowledge and skill, but often this is not the case. More often bureaucratic authority rests on the seniority purely and has little to do with any kind of competence.

Parsons draws attention to the possible conflict which might arise between a bureaucrat's authority derived from his position in the hierarchy, and that derived from technical expertise. If these do not match and are nonexistent in the same person it gives rise to an internal conflict between the boss and the subordinates [6]. These implications are rampantly observed in the organizations and have subsequently resulted in the breakdown of the team spirit and coordination down the levels of hierarchy.

**Analytical Approach**

The study is a sociological investigation based on the primary source information from the field. It is a "mixed-method research" as it includes both the qualitative as well as quantitative elements. It was a qualitative study, as throughout an effort was being made to understand human behaviour and the reasons that govern such behaviour in the society. On the other hand, it was a quantitative study, because there was a systematic empirical investigation, in which data was collected for analysis. The study is also "analytical" as the facts and information collected through the primary and secondary sources are used to analyse and make a critical evaluation of the whole material.

The J&K state bureaucracy presently consists of a total of 580 male and female officers from the rural and urban areas of the state as well as other parts of the country, from three different bureaucratic levels, i.e., senior, middle and junior, with the corresponding income categories and experience spans. The "Stratified Random Sampling" technique has been used for selecting the sample for the study. In this technique, the population, i.e., J&K bureaucrats, has been stratified into a number of non-overlapping sub-populations or strata, and sample items/units have been selected from each stratum. These items /units have been selected on the basis of simple random sampling procedure. Thus, 100 bureaucrats have been selected from the universe as a sample. Out of these, 20 respondents were the retired bureaucrats. The in-service respondents comprise of the 13.79% of the present J&K bureaucracy (total 580), which is the desired sample strength. The entry-level bureaucrats are completely excluded from the sample as they are devoid of the potential bureaucratic experience.

The "Interview Schedule Technique" has been used for the primary collection of information. The methods of observation and discussions have also been used to support the analytical results. The data and information gathered from

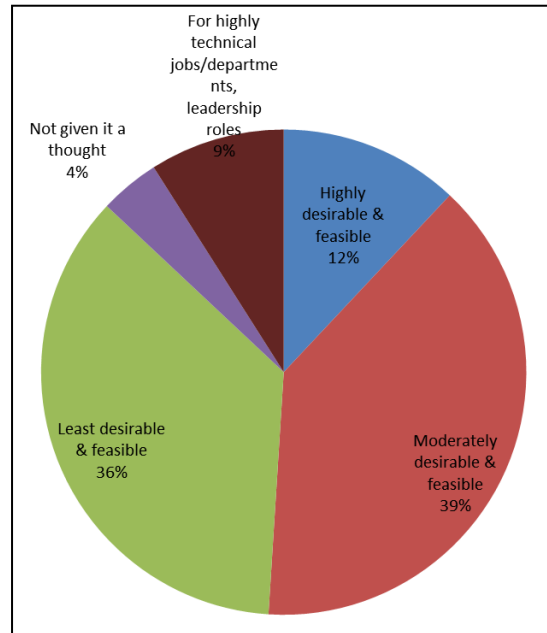
the field has been statistically treated and sociologically investigated.

**Findings & Discussions**

Nearly every modern government is a flavour of bureaucracy or technocracy. The commonality between the two is that, both think that they know better and can do better than the public. But an increasing overlap of professionalization and bureaucratization is being observed in the governance, which leads to the tussle between the two. With the passage of time, the "expertise" component of policy making has increased and thus has increased the number of experts employed by bureaucracy. They are employed for the specific specialist skills that they possess.

**1. Technocrats turning Bureaucrats**

The trend is moving towards increasing professionalism, resulting in massive changes in administration. It is widely seen that technocrats finally end up becoming bureaucrats through their promotions. The respondents were asked to give their perceptions regarding the technocrats turning bureaucrats. The recorded information is portrayed in the given Fig:



**Fig 1:** Perceptions on Technocrats tur

12/100 (12.00%) of the respondents perceived the technocrats turning into bureaucrats as highly desirable and feasible. If bureaucrats, being generalists, could head the departments, then technocrats, being professionals, could as well equally perform the same role. These respondents mostly belonged to the technical field themselves, having acquired the masters or the bachelor's degree in some professional field like medicine, veterinary, agriculture etc. Almost half of these respondents had reached the positions of the heads of the departments, where the domain becomes general administration, rather than being technical. These respondents thought it to be ideal, as they perceived the technocrats to be better equipped than the bureaucrats, even for handling the Administrative matters of their respective departments. 39/100 (39.00%) respondents opined that technocrats finally

turning into bureaucrats was moderately desirable and feasible. Actually, they found it equally good and bad, as it had its pros and cons, both. Most of these respondents belonged to the female gender, and it seemed that they did not mind being headed by technocrats, being generalists themselves. In fact, they felt more comfortable, being guided by a technically sound superior.

36/100 (36.00%) of the respondents believed this arrangement to be the least desirable and feasible. They, being generalists, apprehended their senior positions being usurped by the officers from purely technical fields. These respondents belonged to the male gender and were mainly from the General Administration arena. They believed that top positions were best occupied by the generalists, as according to them, there was no technical know-how required at that level in administration.

04/100 (04.00%) of the respondents stated that they had not given it a thought. Half of these seemed to be non- belonged to the junior level bureaucracy and believed that the issue did not pertain to them at that stage.

The remaining 09/100 (09.00%) of the respondents believed that technocrats taking over as bureaucrats should happen in highly technical jobs or departments. Technocrats would be ideally most relevant as heads in specifically technical organizations. According to them, both technocrats and bureaucrats have to play leadership roles at the highest levels. These bureaucrats were the retired ones, who had served in the administration for 25 plus years. Also, they had retired at the senior level bureaucracy and thus their opinion was the result of their long experience in the public administration with a substantial part of their experience as heads of the departments.

**2. Status & Grade of Bureaucracy /Technocracy**

Bureaucracy has always been associated with elitism. On the other hand, technocracy has started gaining ground in the

present modern times. Both have their own specific status and grade. The respondents were asked whether a bureaucrat was associated with a higher status and grade than a technocrat, by default.

62/100 (62.00%) of the respondents responded positively saying that the bureaucrats were associated with a higher grade and status than the technocrats. These respondents were the state subject bureaucrats and seemed to have a narrowly focused vision and conventional perceptions. Most of them also belonged to the senior level bureaucracy and enjoyed all the perks and benefits associated with the bureaucratic service. Some of these respondents had earlier entered the government services as professionals. But, having strongly believed that bureaucracy carried more status and grade with it, had shifted from technocracy to bureaucracy, through the civil services examination.

38/100 (38.00%) of the respondents, on the other hand, believed otherwise. They stated that no such thing, as a higher status and grade for bureaucracy than technocracy, existed. Both had their own separate domains and thus, their own specific status and grade. These respondents were mainly the non-state subjects and also belonged to the middle level bureaucracy. They seemed to have more-broader visions and perceptions, due to wider exposures to the systems, where technocracy is associated with more prestige and power. Most of these respondents had large administrative experiences in different capacities to their credit, as they belonged to the middle and the senior levels of bureaucracy.

**2.1 Rationale for higher status & grade of bureaucracy than technocracy**

The respondents who stated that higher status and grade was associated with the bureaucracy than technocracy were asked to give the rationale behind their statement. The recorded information has been given in the following table:

**Table 1:** Rationale for higher status & grade of bureaucracy than technocracy

Rationale (higher status & grade of bureaucracy than technocracy)	Response	
	Number	Percent
1. A decision maker	11	17.74
2. A say in policy making.	11	17.74
3. Can head diverse departments.	23	37.09
4. Highly associated with people’s needs and welfare.	17	27.41
Total	62	99.98

11/62 (17.74%) respondents stated that a bureaucrat was a decision-maker, while a technocrat was not. A lot of power was associated with decision making processes. A technocrat, on the other hand, had no say in the matters and merely worked as a professional in the field. He was expected to carry out the decisions made by the bureaucracy. This, automatically, placed a bureaucrat at a higher status than a technocrat.

Another 11/62 (17.74%) of these respondents perceived the higher status and grade of a bureaucrat due to the say they had in policy formulation. Although, political executives also had a great role in policy formulation, but senior level bureaucracy could not be ignored in such matters. While as the technocrats had no place in the policy making matters. This, of course, resulted in a number of technical faults in the policy formulation as well as its subsequent implementation.

These respondents belonged to the senior level bureaucracy, who had played their vital roles in decision making as well as policy formulation.

23/62 (37.09%) of the respondents opined that as generalists, the bureaucrats could head diverse departments and therefore could be attributed with greater status and grade than the technocrats. According to them, technocrats were not suitable to head the administration of any kind. Rather placing them as the administrative heads, would lead to the wastage of their technical and professional knowledge and skills. Technocrats had to work within their own limitations, created especially by the bureaucracy.

17/62 (27.41%) of the respondents believed that bureaucrats were highly associated with people’s needs and welfare, and hence their higher status and grade than the technocrats. According to them, the technocrats did not have much public

dealings and were inaccessible to the public. Albeit, throughout their careers they are working diligently behind the scenes. The bureaucrats were much known to the public and this helped create an image for them in the society. Most of these respondents belonged to the middle level bureaucracy and the junior level bureaucracy, where they were in contact with the public and thus had created a place for themselves in Administration as well as the society.

**2.2. Rationale for equal status & grade of bureaucracy & technocracy**

The 38.00% of the respondents who had opined that the bureaucracy was not associated with the higher status and grade than technocracy and that both were equals, were asked to give their rationale. The recorded information has been given in the following table:

**Table 2:** Rationale for equal-status & grade of bureaucracy & technocracy

	Reasons (equal status & grade of bureaucracy & technocracy)	Response	
		Number	Percent
a)	Both have their own fields to cater to.	14	36.84
b)	Technocrats have a fixed domain while bureaucrats have different placements.	12	31.57
c)	Both are dependent on each other for smooth governance.	12	31.57
<b>Total</b>		<b>38</b>	<b>99.98</b>

14/38 (36.84%) respondents stated that both, bureaucrats and technocrats, had their own fields to cater to and hence, neither was superior to the other. It needed to be ensured that their domains did not overlap, by segregating the technical and the non-technical departments. Half of these respondents were the non-state subject, senior level bureaucrats. Their perception was the result of their wide experiences in the administrative field.

12/38 (31.57 %) of the respondents believed that technocrats had their fixed domains while bureaucrats were given different placements. In fact, according to them, technocrats could establish their roots firmly and improve with each passing day, while the bureaucrats were found wandering around at different postings. Most of these respondents were the female bureaucrats, as they were found wistful for stable and permanent placements, most of the times. Female bureaucrats found technocracy ideal, as they did not like moving around much, during their career spans, and would like to get established at one place, in a specific area. On the other hand, male bureaucrats got bored in just one domain for a longer period and craved for a change in between.

Another 12/38 (31.57 %) of the respondents justified their perception by putting forth the fact that both, bureaucracy and technocracy are dependent on each other for the smooth governance. According to them, both are equal in status and grade, as both are equally required in administration and especially in developmental planning and implementation. These respondents mainly belonged to the age group of 39-48 years and the middle level bureaucracy. A few of them had started their careers as technocrats and thus had realized the importance of both. The rest of them were much open minded and with just about a decade’s experience at their back, had not given place to a bias of this kind.

**3. System of Placements in Bureaucracy**

The placement of the bureaucrats and technocrats took place under certain obsolete rules and unopposed precedence. It needed to be seen whether the existing bureaucratic placement system was still suitable for the contemporary times. The respondents were asked whether the placement system in bureaucracy needed to be revisited.

68/100 (68.00%) of the respondents were of the view that the placement system needed to be revisited and the required changes needed to be made. These respondents belonged to the junior and the middle level bureaucracy and wanted improvements in the placement system to ensure their better future prospects. Many of these respondents were with technical or professional backgrounds or belonged to the high qualification group of doctorates. They, thus, believed that a revised placement system would be much more beneficial for them.

32/100 (32.00%) of the respondents believed that the present placement system did not need to be revisited and was best kept as it was. These respondents were either retired or belonged to the senior level bureaucracy. As most of them had reached the pinnacle of their services or had retired already, they found the changes in the placement systems of no use to them. Some of them sadistically thought that if they had not benefited much in their career, the others (the new entrants) also did not deserve to be benefited.

**3.1 Reasons for Revisiting the Bureaucratic Placement System**

The 68/100 (68.00%) of the respondents who believed that there was a need to revisit the placement systems, gave the reasons for the same. The responses are depicted in the given table:

**Table 3:** Reasons for revisiting the bureaucratic placement system

	Reasons( revisiting the placement system)	Number	Percent
a)	Need to adopt a progressive system.	25	38.46
b)	Technocrats needed in technical areas, for sustainable development.	20	29.41
c)	To create scope for improvements.	23	33.82
<b>Total</b>		<b>68</b>	<b>100.00</b>

25/68 (38.46%) respondents defended their perception by stating that there was a need to adopt a progressive system of placement. It was imperative that a well-matched system of placements is in place, so that right people work at the right

places. They belonged to the middle level bureaucracy and wanted their career progress to be smooth. They wanted to do away with the obsolete rules and systems.

20/68 (29.41%) of the respondents were of the opinion that



the technocrats needed to be involved in technical areas, to ensure sustainable development. Technocrats needed to be made an indispensable part of the decision-making and policy-making in the technical arena, so that foolproof projects are accomplished. These respondents belonged to the group of urban origin mostly. Also, some of them belonged to outside the state and were non-state subjects. They were full of progressive ideas and believed that technical areas needed to be headed by technocrats to ensure sustainable development and better progress.

23/68 (33.82%) of the respondents rationalized their opinion, By stating that if the placement system is revisited, it would create scope for improvements. It would ensure that scientific

and logical mindset prevails in the administrative domain. These respondents belonged to the high qualification level group of doctorate and some of them were professionally qualified. They opined that special recognition given to their qualifications or skills, would bring in qualitative as well as quantitative improvements in the individual as well as organizational achievements.

**3.2 Reasons for Not Revisiting the Bureaucratic Placement System**

32/100 (32.00%) respondents gave the reasons for being against the need for revisiting the placement systems in organizations. The responses are depicted in the given table:

**Table: 1.4:** Reasons for not revisiting the bureaucratic placement system

Reasons (not revisiting the placement system)		Response	
		Number	Percent
a)	Technocrats failed in general administration.	07	21.87
b)	Feasible to continue.	08	25.00
c)	Both already complement each other.	17	53.12
<b>Total</b>		<b>32</b>	<b>100.00</b>

07/32 (21.87%) respondents opined that the placement system in administration should remain as it was, because according to them, the technocrats seemed to have failed in general administration. Bureaucrats were more manipulative and diplomatic, which was a requirement for heading the administration. While on the other hand, technocrats were more logical and straight forward, which are not the suitable qualities for heading an organization. These respondents belonged to the experience group of 25 years and more. Their response could be credited to their long experience in administration.

08/32 (25.00%) of the respondents simply believed that it was feasible to continue in the manner it was already existing. The present situation suits almost all the bureaucrats, as they do not have to face any competition with the professionals, for the topmost positions in bureaucracy. Technocrats, on the other hand, have very few strategic positions to look forward to. Most of these respondents were the retired ones belonging originally to the rural areas. The in-service respondents seemed to abhor change, especially the change that would upset their comfortable positions.

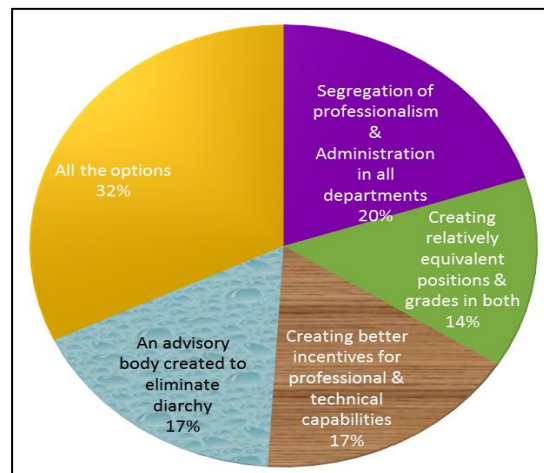
17/32 (53.12%) of the respondents were of the view that bureaucracy and technocracy already complimented each other and therefore, there was no need to revisit the old placement systems. There is a possibility of merging the two fields so judiciously that all overlaps are avoided. A segregated system of placements and promotions could be created, so that ultimately both worked through the coordinated efforts towards the organizational goals. These respondents belonged to the non-state subject bureaucracy of the senior and middle levels. They wanted both bureaucracy and technocracy to work hand in hand. Therefore, they already saw them existing and surviving together in the same administrative setup.

**4. Technical defects in the Bureaucratic Placement System**

There are certain technical defects in the placement systems, in our administration. Professionalization of bureaucracy is slowly leading to a confusing scenario, where bureaucracy is not accepting professionalism as yet, and technocracy or

professionalism has yet to carve a niche for itself in public administration. On the other hand, there are all possibilities of an overlap of professionalization and bureaucratization, especially in the area of specialized activities and functions in bureaucracy. Professionalism is supposed to be a redundant feature of bureaucracy.

There is an urgent need to rectify the defects in the bureaucratic placement systems. The respondents were asked to identify the ways of overcoming these technical defects. The responses are portrayed in the following Fig:



**Fig 2:** Ways of Overcoming Technical Defects in Bureaucratic Placement Systems

20/100 (20.00%) of the respondents found the remedy in segregation of professionalism and administration in all departments, in order to overcome the technical defect in the placement systems. This would ensure that there is no overlap between the two. These respondents belonged to the middle and senior levels of bureaucracy. Their experience had taught them that the overlapping of the two would enhance the problems in the long run.

14/100 (14.00%) of the respondents gave the solution in creating relatively equivalent positions and grades in both.

This would ensure that both bureaucracy and technocracy are associated with equal status and grade. Also, the tussle between the two would end. These respondents belonged to the junior level bureaucracy as they wanted lesser hassles in the advancement of their careers in future. Separate positions and grades would increase their chances of smooth promotions.

17/100 (17.00%) of the respondents believed in the creation of better incentives for acquiring professional and technical capabilities, so that the technical defects in the placement systems could be overcome. According to them, it would help in the professionalization of bureaucracy, when bureaucrats start specializing in specific areas. If the bureaucrats are technically sound too, it would ensure sustainable development and progress for future. Professionally or technically qualified bureaucrats make able and efficient decision-makers and policy-makers. These respondents belonged to the junior level bureaucracy with about a decade of job experience. They did not want to lose any opportunity to gain the extra knowledge, skills and expertise, associated with professionalism or technocracy. They were at a stage in their careers where there was enough scope for gaining expertise and subsequently improving their career prospects.

Another 17/100 (17.00%) of the respondents stated that an advisory committee could be created to eliminate the diarchy in the public administration. According to them, this would result in systematic placements and promotions, irrespective of the back grounds or skills of the officers. One neutral body would oversee both the domains of bureaucrats and technocrats, and ensure smooth career advancements of both. These respondents mainly belonged to the retired group. Being outside the system, they seemed quite comfortable suggesting the ideal solutions to problems, whether feasible or not. Actually, it was easier said than done.

The remaining 32/100 (32.00%) of the respondents found all the given options equally suitable. All coordinated efforts would ensure flawless placement systems. Most of these respondents were the female bureaucrats and they did not want any stone unturned to ensure the removal of the technical defects in the placement systems.

An ongoing tussle between the bureaucrats and technocrats affects the mainstream administrative working and decisions. Technocrats' turning into bureaucrats was mostly considered moderately desirable and feasible. It was also considered least desirable and feasible, to an extent. Actually, technocrats, being specialists, should not ideally be given the role of the generalist bureaucrats. The specialization and the skill of the technocrats has every chance of getting wasted otherwise. But by default, a bureaucrat is mostly associated with a higher status and grade than a technocrat. It is usually so, because a bureaucrat can head diverse departments and at the same time be highly associated with people's needs and welfare. This sets them apart from the technocrats and makes their position more desirable. But both bureaucrats and technocrats are significantly considered same in status and grade in J&K. This is mainly because both have their own significant separate fields and yet, both are dependent on each other for smooth governance. Not placing the 'right people' at the 'right places' creates immense problems in administration. This obsolete system of placements needs to be revisited, so that a progressive pattern is adopted and more scope is created for improvements. Also, sustainable development

could be ensured if the technocrats are involved in the technical areas. This would help to avoid overlapping of their domains and minimize the tussle between the two. Notwithstanding, the fact remains that there are certain technical defects in the bureaucratic placement system. These defects can mainly be overcome by segregating professionalism and bureaucratism in every department, creating incentives for specializations and expertise, systematized removal of the administrative diarchy and also creating relatively equivalent positions and grades in both. Actually, it needs to be realized that technocrats are indispensable for the policy making processes due to their expertise in specific domains. But at the same time, they are not needed for general administration. Ideally, they could head the relevant technical departments. In J&K, technocracy and bureaucracy has been made interchangeable to an unimaginable extent. Technical expertise seems to be getting wasted and redundant, in the race of entering the 'elite' group of bureaucrats.

### **Conclusion & Recommendations**

Technocracy is the governance by technical experts, while bureaucracy is the governance by the generalists. Contemporary governments are a blend of bureaucracy and technocracy. But, both think that they know better and can do better than the public. In fact, both need to run the show together.

#### **1. Technocrats turning Bureaucrats**

It was found that technocrats turning bureaucrats was mostly either moderately desirable and feasible or least desirable and feasible. The proponents of technocracy argue that a technocrat fills an important place in the policy making because of his expertise in the subjects that require attention these days. But at the same time, we need to recognize the need for the change in the specialist perception to generalist perception, as an individual moves up the hierarchical ladder and transforms from a specialist into a generalist. On the other hand, a highly technical department would flourish better under a technocrat rather than a bureaucrat. It is also important that both technocrats and bureaucrats know how to play the leadership roles in their own capacities.

#### **2. Status and Grade of Bureaucracy /Technocracy**

It was found that a higher status and grade was mostly associated with bureaucracy rather than technocracy, by default. This was mainly because bureaucrat, as a generalist could head diverse departments. Also, a bureaucrat was highly associated with people's needs and welfare.

At the same time, to some extent, bureaucracy was not associated with a higher status and grade than technocracy because both had their own field to cater to. In fact, the technocrats are supposed to have their own fixed domains, while bureaucrats have different placements and cannot settle down properly. Actually, both are dependent on each other for smooth governance.

These seems to be an increasing trend towards professionalism in administration, due to the increase in specialized activities and specialized functionaries in bureaucracies. Although, specialization is not needed at the higher positions in bureaucracy, but at the same time, the expertise component of policy making has increased.

Therefore, we require a large number of experts in bureaucracy, in the present times. At the same time, certain changes need to be brought about in the structure and functioning of bureaucracy. The placement system in bureaucracy needs to be revisited, to create a scope for improvements, to adopt a progressive system and to ensure sustainable development.

Gradually, J&K bureaucracy has become an uncongenial, faceless and soulless system without any welfare orientation. Maintenance of status-quo and abhorrence for change have become common traits now. Every bureaucrat is wary of infusion of newer ideas and techniques, lest his own qualifications and competence may become irrelevant. Besides, as the past political turmoil in J&K has left its effect on the lives and the psyche of the people, they have subsequently become averse to the whole of the administrative machinery. But even at this stage, initiatives can be taken to change the whole scenario and bring in positive results.

The bureaucrats need to analyze beforehand the expectations of the public, adopt the required policies and implementation strategies, deliver according to the service standards which are supported by the appropriate resources and technology and keep up the performance levels which match the expectations of the public. At the same time, the J&K bureaucratic pattern needs to be weaved with the technocrats, so that it yields better results. Together, the bureaucrats and the technocrats in J&K bureaucracy, shall gain new heights in administrative development and progress.

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