

In Transitional Periods How Does Bureaucracy Work Steadily?

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Abstract

Purpose The purpose of this paper is to explain the issues and variables that influence the bureaucracy's role and work in the transitional period, which is known with its complexity, uncertainty, instability, ambiguity and asymmetry. This paper highlights the transition from theoretical perspective, giving examples from the Polish experience in transition. **Design/methodology/approach** This paper describes the changing roles of public bureaucracies in transitional periods by highlighting their ecology with the transitional period and analyzing the determinants of bureaucracy's role and functions in terms of participation in policy-making policies, providing consultations to executives and elected officials, working as a mediator in communication and acting as an active participant in the development process giving examples from Poland. Finally, it highlights the way the bureaucracy manages its functions and the internal and external variables that constitute various levels affecting this role in the transition. **Findings** Bureaucracy is supposed to function naturally and stably in an unstable environment (transition) as its success in doing these functions and helping the new regime to exceed the transition and achieve its goals depends on many variables (bureaucracy capabilities and skills, history, power, experience, the nature of politics and bureaucratic functions, political support, policy environment, knowledge, cohesion, etc.). Most of these variables were demonstrative in the case of Poland. **Originality/value** This paper will be useful for scholars and policymakers interested in public administration role in the time of transition, especially countries that recently have been experiencing the transition.

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