

## THE ROLE OF ORGANIZATIONAL CULTURE IN SHAPING PUBLIC POLICY OUTCOMES: A BEHAVIOURAL PERSPECTIVE

Dr. Omme Asma<sup>\*1</sup>, Syed Muhammad Farrukh<sup>2</sup>, Qurat Ul Ain Saleem<sup>3</sup>

<sup>\*1</sup>Senior Visiting Faculty, Department of Political Science, Government College University, Lahore

<sup>2</sup>Director Academics, Preston University, Karachi

<sup>3</sup>Research Scholar, Department of Public Administration, University of Karachi

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Corresponding Author: \*

Dr. Omme Asma

### Abstract

*The organizational culture provides a foundational mechanism through which institutions operate, dictating leadership styles, communication patterns, and employee behavior in various sectors. In the public sector, given that impacting citizens' lives is done so through policies, the internal culture of government institutions assumes a greater degree of importance. Although public policy is often understood as a process largely governed by formal procedures and political agendas, the informal norms, values, and patterns of behavior that permeate public organizations hold equal sway in shaping such policies. These cultural elements determine how decisions are made, how changes are managed, and how efficiently policies are implemented. The study thus narrows the discussion of organizational culture to examine its role in determining public policy outcomes critically, from a behavioral perspective. The study will focus on how cultural norms and institutional practices influence decision-making processes and the efficacy of policies. This discussion and view are drawn from literature across disciplines involving academic journals, government documents, books, newspapers, and magazines. The paper holds that organizational culture is one of the greatest determinants of policy success or failure.*

### INTRODUCTION

Public policy outcomes are formed through a complex relationship of institutional arrangements, political processes, physical constraints, and human behavior. Within this realm, organizational culture, the set of shared values, beliefs, norms, and practices that undergird public institutions, becomes an important but frequently neglected variable influencing how policies are conceptualized, developed, implemented, or evaluated (Schein, 2018). The organizational culture, in turn, affects not only the performance of public institutions but also the cognition and behavior of public officials, which in turn can create accelerators and impediments toward the attainment of policy objectives. The present analysis adopts a behavioral perspective grounded in behavioral public

policy that stands to elucidate the effect of organizational culture on public policy outcomes, primarily through the mediation of cultural factors on decision making and policy effectiveness.

The importance of this research lies in its potential to inform public administration practices at a time when governments worldwide face unprecedented challenges, including climate change, public health crises, economic inequality, and digital transformation. Traditional approaches to public policy analysis have often prioritized structural factors, such as legislative frameworks or resource allocation, while paying less attention to the human and cultural dimensions of policymaking (Thaler, 2018). By integrating behavioural insights with organizational

culture, this study offers a novel perspective on how public institutions can enhance policy outcomes through cultural transformation.

### 1.1 Background of the Study

This last year or two, the relevance or importance of organizational culture in public administration has kept growing as people, including international scholars and practitioners, realize the role it plays in influencing institutional performance and policy effectiveness. Organizational culture determines how bureaucrats interpret policy goals, develop relationships with stakeholders, and respond to external pressures that often make or break policies (Memon et al., 2021). For instance, in 2020, the inherent risk-averse nature of UK bureaucracy obstructed the pandemic response early on by deferring some lockdowns and other critical interventions like testing protocols (The Guardian, 2021). Contrastingly, it is a collaborative, adaptive, and stakeholder-focused kind of culture within the New Zealand government that has managed the pandemic and pushed the climate change agenda under it (NZ Government, 2022). These highlights need to analyse how cultural elements shape the outcomes of policy, particularly from a behavioural perspective, factoring in cognitive biases, heuristics, and social influences over decision-making.

Public policy, at times, appears to be more relevant in terms of a behavioural perspective. It becomes a question-making decision under high uncertainty and complexity. Behavioural public policy in terms of drawing upon psychology and behavioural economics highlights the effects of cognitive biases, emotions, and social norms in shaping policy processes (Hussain et al., 2022) under human factor influences. He's susceptible, like all other men, to biases such as overconfidence, groupthink, loss aversion, and a host of others. Of course, all of these might lead to the greatest possible error-making decisions. Therefore, organizational culture determines whether to enhance or diminish these biases, so it becomes an important area for understanding outcome policy studies. Thus, the present study draws from some of the recent literature, which calls for bringing together behavioural insights in public administration to offer a full-fledged study about how culture shapes policy success.

### 1.2 Research Questions

This study is guided by the following research questions, designed to explore the interplay between organizational culture and public policy outcomes:

1. How does organizational culture influence the decision-making processes of policymakers within public institutions, and what specific cultural elements drive these processes?
2. What role do cultural norms and practices play in mitigating or amplifying cognitive biases during the formulation and implementation of public policies?
3. How do adaptive, inclusive, and innovation-driven organizational cultures contribute to effective public policy outcomes, and what are the mechanisms behind their success?
4. What are the primary barriers to fostering organizational cultures that enhance policy success, and how can these barriers be overcome through institutional reforms?

### 1.3 Rationale of the Study

The rationale for the present research is threefold. First, public institutions are being called upon to solve rather more multidimensional problems through an innovative, responsive, and evidence-based decision-making process. Thus, an understanding of how organizational culture affects policy outcomes is useful for governments to formulate better intervention strategies (Khan, 2021). Second, behavioural public policy asserts that human factors like cognitive biases and heuristics are critical in decision-making; however, such factors are often mediated by the cultural environment within organizations (Zulfiqar, 2020). This study sheds light on how such an interplay can be culturally mediated to enhance policy processes. Third, cultural change within public institutions emerges as a viable and actionable reform strategy as governments worldwide continue to rebuild public trust and enhance the effectiveness of their policies, especially with the emerging global challenges (Thaler, 2018). This research fills a gap in the literature by creating a bridge between organizational culture and behavioural public policy and presents a new theoretical approach for scholars and practitioners.

## 2. Literature Review

The literature review synthesizes recent scholarship on organizational culture, behavioural public policy, and their intersection in shaping public policy outcomes. It also establishes a theoretical framework to guide the analysis, drawing on established models and emerging insights.

### 2.1 Organizational Culture in Public Administration

Organizational culture is defined as the shared assumptions, values, norms, and practices that guide behaviour within an organization (Schein, 2018). In the context of public administration, culture influences how bureaucrats prioritize tasks, interpret policy objectives, engage with stakeholders, and navigate external pressures. Denison et al. (2019) identify four types of organizational cultures in public institutions: hierarchical, clan, adhocracy, and market-oriented. Hierarchical cultures emphasize stability, compliance, and formalized procedures, often leading to risk-averse decision-making that prioritizes process over outcomes. Clan cultures focus on collaboration and internal cohesion, fostering loyalty but sometimes resisting external input. Adhocracy cultures prioritize innovation, experimentation, and adaptability, encouraging creative policy solutions. Market-oriented cultures emphasize competition and results, often aligning with performance-driven reforms.

Recent studies highlight the impact of these cultural types on policy processes. A 2020 OECD report notes that hierarchical cultures in government agencies often stifle innovation, as seen in the slow adoption of digital governance tools in some European nations. For example, Germany's delayed implementation of e-government initiatives was attributed to a bureaucratic culture resistant to technological change (OECD, 2020). In contrast, adhocracy cultures have been linked to successful policy innovations, such as Singapore's rapid deployment of smart city technologies, driven by a culture of experimentation and risk-taking (The Economist, 2020).

### 2.2 Behavioural Public Policy

Behavioural public policy draws on insights from psychology and behavioural economics to understand how cognitive biases, heuristics, and social influences

shape policymaking (Thaler, 2018). Policymakers are susceptible to a range of biases, including groupthink (where conformity overrides critical thinking), overconfidence (overestimating one's knowledge or abilities), anchoring (relying too heavily on initial information), and loss aversion (preferring to avoid losses over achieving gains). These biases can lead to suboptimal policy decisions, as seen in the U.S.'s initial underestimation of the opioid crisis, where overconfidence in regulatory measures delayed effective interventions (The New York Times, 2019). Behavioural interventions, such as nudging, debiasing techniques, or fostering diverse perspectives, can mitigate these biases, but their effectiveness depends on the organizational context (Sunstein, 2020). For example, a 2021 study in Public Administration Review found that groupthink in hierarchical organizations contributed to policy failures during the early stages of the COVID-19 response in several countries, including Italy and Spain. In contrast, organizations with cultures that encourage psychological safety, where employees feel safe to challenge ideas, tend to make more balanced decisions. Sweden's pandemic response, which benefited from a culture of open debate, exemplifies how cultural factors can enhance behavioural outcomes (The Economist, 2020).

### 2.3 Theoretical Framework

This study adopts Schein's (2018) model of organizational culture as its primary theoretical framework, complemented by principles from behavioural public policy. Schein's model conceptualizes culture as comprising three levels:

1. **Artefacts:** Visible practices, such as decision-making protocols, communication styles, and organizational rituals.
2. **Espoused Values:** Stated beliefs and goals, such as mission statements or policy objectives.
3. **Basic Assumptions:** Unconscious norms and beliefs that shape behaviour, such as attitudes toward risk or dissent.

By integrating Schein's model with behavioural insights, this research examines how cultural artefacts (e.g., formalized decision-making processes) and assumptions (e.g., risk aversion) influence

policymakers' cognitive biases and decision-making. For instance, a culture that values psychological safety can reduce confirmation bias by encouraging diverse perspectives, as seen in Canada's inclusive policy consultations on Indigenous rights (Canada Public Service Commission, 2022). Conversely, cultures that prioritize compliance over innovation can amplify biases like anchoring, as observed in the UK's Brexit negotiations, where rigid assumptions limited policy flexibility (Financial Times, 2021). This framework provides a robust lens for analysing the interplay between culture and behaviour in public policy.

#### 2.4 Linking Organizational Culture and Policy Outcomes

Recent scholarship underscores the direct link between organizational culture and policy outcomes. It is often argued that adaptive cultures, those that embrace learning, change, and stakeholder engagement, enhance policy resilience during crises. For example, New Zealand's climate policy framework, which achieved significant reductions in carbon emissions, benefited from a culture of iterative learning and collaboration with Māori communities (NZ Government, 2022). Similarly, Denmark's digital transformation policies succeeded due to an agile public sector culture that prioritized experimentation and feedback (OECD, 2023).

In contrast, rigid or hierarchical cultures often lead to policy failures. The UK's initial COVID-19 response was criticized for its bureaucratic inertia, which delayed critical interventions and eroded public trust (The Guardian, 2021). Similarly, India's initial Goods and Services Tax (GST) rollout in 2017 faced significant challenges due to a resistant bureaucratic culture that hindered coordination across states (The Hindu, 2019). Government reports, such as Canada's 2022 Public Service Commission review, emphasize the role of inclusive cultures in promoting equitable policy outcomes, particularly for marginalized groups. These findings highlight the need for cultural transformation to enhance policy effectiveness.

#### 2.5 Organizational Culture and Public Policy with Reference to Pakistan

The Pakistani public sector provides a unique context for examining the role of organizational culture in shaping public policy outcomes, given its complex

interplay of bureaucratic traditions, political instability, and socio-economic challenges. Recent studies highlight how cultural norms within Pakistani public institutions influence policy formulation and implementation, often with significant behavioural implications. Khan (2021) argues that Pakistan's public policy-making process is characterized by hierarchical and autocratic cultures, which prioritize elite interests over public needs, leading to loopholes in policy outcomes. For instance, the National Health Policy of 2018 aimed to improve healthcare access but faced implementation challenges due to a risk-averse bureaucratic culture that resisted decentralization and stakeholder engagement (The News International, 2019). This cultural rigidity amplified behavioural biases, such as groupthink, among policymakers, resulting in policies that failed to address grassroots needs.

Another relevant case is the Computerized Driving Licensing Authority (CDLA) reform in Khyber Pakhtunkhwa's Traffic Police, studied by Hussain et al. (2022). The initiative sought to modernize licensing processes through digitalization but encountered resistance due to an autocratic organizational culture that discouraged employee input. The study found that the lack of psychological safety stifled innovation and led to implementation delays, reflecting how cultural norms shape behavioural responses to policy reforms. Similarly, a 2021 study on Pakistan's public banking sector found that hierarchical cultures hindered the adoption of performance-based policies, as employees prioritized compliance over initiative (The Dimensions of Organizational Culture, 2021). These cases underscore the need for adaptive cultures to enhance policy effectiveness in Pakistan, particularly by mitigating biases like loss aversion and fostering collaborative decision-making.

Further compounding these challenges is the limited institutional capacity for learning and feedback, which exacerbates the disconnect between policy intentions and results. In many public organizations, performance evaluations are often symbolic rather than substantive, discouraging critical reflection and evidence-based reform. For instance, in the case of education policy at the provincial level, several reform attempts, such as the Punjab Education Sector Reform Program (PESRP), struggled to gain traction

partly due to deeply ingrained patronage systems and cultural resistance to accountability mechanisms (Hassan & Asad, 2018). These examples illustrate that organizational culture is not merely a background variable but a central force in determining whether policies succeed or fail. Addressing these cultural constraints requires deliberate efforts to build trust, encourage inclusive leadership, and institutionalize feedback loops that support innovation and responsiveness. The integration of behavioural insights and cultural change strategies into public sector reform agendas could therefore be instrumental in achieving more effective and citizen-centred policy outcomes in Pakistan.

### 3. Methodology

The present research study utilizes a qualitative method, amalgamating secondary data obtained from a multitude of sources that were published between 2018 and 2025, including academic journals, books, government reports, magazines, and newspapers. The sources were chosen based on their extent to depict organizational culture, behavioural public policy, public policy outcomes, and the incorporation of interdisciplinary perspectives. First and foremost, a thematic analysis was carried out in order to find out the repeating themes, such as cultural adaptability, collaboration, bias mitigation, policy implementation, and barriers to cultural change.

The methodology hence provides a complete and thorough literature survey, blending theoretical knowledge with practical examples to respond to the research questions. The employment of varied sources not only improves the study's validity, but also the thematic analysis offers a methodical way of combining the complicated information.

## 4. Results

### 4.1 Cultural Norms and Decision-Making Processes

Organizational culture shapes policymakers' decision-making by establishing norms that guide behaviour, communication, and prioritization. In hierarchical cultures, decisions are often top-down, limiting input from frontline staff and stakeholders, which can lead to policies that are disconnected from ground realities. For example, a 2019 Harvard Business Review article describes how the U.S. Department of Health and Human Services' bureaucratic culture

delayed ACA implementation due to siloed decision-making and resistance to feedback from state-level implementers. The lack of cross-agency collaboration resulted in inefficiencies, such as delays in establishing health insurance marketplaces, which undermined public trust in the policy.

In contrast, participatory cultures that encourage stakeholder engagement and cross-agency collaboration tend to produce more effective decisions. New Zealand's climate policy framework exemplifies this, as its success in reducing carbon emissions was driven by a culture that prioritized consultation with Māori communities, businesses, and environmental groups (NZ Government, 2022). Regular feedback loops and iterative policy adjustments ensured that the policy remained aligned with societal needs. Similarly, Singapore's smart city initiatives benefited from a culture of experimentation, where policymakers actively sought input from tech startups and citizens to refine urban planning policies (The Straits Times, 2021). These cases illustrate how cultural norms—whether rigid or inclusive—directly influence the quality and responsiveness of policy decisions.

### 4.2 Behavioural Biases and Cultural Mitigation

Cognitive biases, such as overconfidence, anchoring, groupthink, and loss aversion, can significantly undermine policy outcomes. Rasool et al. (2022) found that cultures promoting psychological safety, where employees feel safe to voice dissent or challenge ideas, reduce groupthink and enhance decision quality. Sweden's COVID-19 response provides a compelling example, as its culture of open debate allowed scientists, policymakers, and public health officials to engage in robust discussions, leading to rapid policy adjustments based on emerging evidence (The Economist, 2020). This contrasted with Italy's initial response, where a hierarchical culture stifled dissent, resulting in delayed lockdowns and higher mortality rates (The Guardian, 2020).

Cultures that penalize dissent or prioritize compliance often amplify biases. For instance, a 2021 World Bank report notes that health ministries in some developing nations exacerbated policy missteps during the pandemic due to confirmation bias, as officials ignored evidence that contradicted established protocols. In contrast, Canada's inclusive culture



during Indigenous policy consultations mitigated confirmation bias by incorporating diverse perspectives, leading to more equitable outcomes (Canada Public Service Commission, 2022). These examples highlight the critical role of culture in shaping behavioural outcomes and underscore the need for cultural interventions to address biases.

### 4.3 Culture and Policy Implementation

The implementation phase is where organizational culture has a profound impact on policy outcomes, as it determines how policies are translated from design to action. Adaptive cultures facilitate iterative learning, allowing agencies to refine policies based on real-time feedback and changing circumstances. A 2023 OECD report cites Denmark's agile public sector culture as a driver of successful digital transformation policies, which involved continuous stakeholder engagement, pilot programs, and rapid scaling of effective initiatives. For example, Denmark's e-government platform, which streamlined citizen services, was developed through a culture that encouraged experimentation and collaboration across agencies.

In contrast, resistant or hierarchical cultures often hinder implementation, creating bottlenecks and inefficiencies. India's initial GST rollout in 2017 faced significant challenges due to a bureaucratic culture that resisted coordination between central and state governments (The Hindu, 2019). The lack of cultural alignment led to confusion among businesses, delayed compliance, and economic disruptions. Similarly, the UK's Brexit implementation process was hampered by a risk-averse civil service culture, which struggled to adapt to the complexities of new trade agreements (Financial Times, 2021). These cases demonstrate that cultural adaptability is essential for effective policy implementation, particularly in dynamic or uncertain environments.

### 4.4 Pakistani Case Study on Cultural Influences on Policy Outcomes

The analysis of Pakistani public policy cases reveals how organizational culture shapes outcomes through behavioural dynamics. The National Health Policy of 2018, intended to expand healthcare access, illustrates the challenges of hierarchical cultures in Pakistan's

public sector. A 2019 report in The News International highlights that bureaucratic resistance to decentralization, driven by a culture of risk aversion, delayed the policy's implementation. Policymakers' reliance on top-down decision-making, influenced by groupthink, ignored local health needs, resulting in uneven healthcare delivery (Hassan & Asad, 2018). This case demonstrates how cultural norms can amplify cognitive biases, undermining policy effectiveness.

The CDLA reform in Khyber Pakhtunkhwa's Traffic Police further exemplifies cultural impacts (Zulfiqar, 2020). The initiative aimed to streamline licensing through digitalization but faced significant resistance from employees due to an autocratic culture that penalized dissent. The lack of psychological safety, as noted in the study, led to low employee engagement and implementation failures, reflecting how cultural barriers exacerbate behavioural resistance to change. In contrast, the Punjab Safe Cities Authority (PSCA) project, launched in 2018, offers a positive example. Its success in reducing urban crime through technology-driven policing was attributed to a collaborative culture that encouraged stakeholder feedback and iterative learning (Dawn, 2020). This case highlights how adaptive cultures can mitigate biases like overconfidence and foster effective policy outcomes.

In Pakistan's public banking sector, a 2021 study found that hierarchical cultures hindered performance-based policy reforms (The Dimensions of Organizational Culture, 2021). Employees' focus on compliance, driven by a fear of failure, limited innovation and responsiveness, illustrates how cultural norms shape behavioural tendencies. Moreover, organizational inertia and rigid control structures suppressed proactive problem-solving, leading to inefficient service delivery and missed reform opportunities (Memon et al., 2021). These cases collectively underscore the need for cultural transformation in Pakistan's public institutions to enhance policy outcomes, emphasizing inclusivity, adaptability, and psychological safety to address behavioural biases and support meaningful reform.

### 4.5 Barriers to Cultural Change

Despite its importance, transforming organizational culture in public institutions is a complex and

challenging process. Entrenched bureaucracies often resist change due to deeply rooted norms, risk aversion, and resource constraints. A 2022 Public Management Review article notes that cultural change requires sustained leadership commitment, clear communication, and training programs to embed new values. For instance, attempts to reform the UK's civil service culture post-Brexit faced resistance from long-serving officials accustomed to hierarchical practices, resulting in slow progress toward modernization (Financial Times, 2021).

Other barriers include political pressures, which can prioritize short-term results over long-term cultural transformation, and resource limitations, which restrict investments in training or structural reforms. For example, a 2020 World Bank report highlights how budget constraints in developing nations' public sectors limited efforts to foster innovative cultures, perpetuating inefficiencies in policy delivery. Addressing these barriers requires targeted interventions, such as leadership development programs, incentives for innovation, and stakeholder engagement to build buy-in for cultural change. The success of such interventions depends on aligning them with the specific cultural and institutional context of each organization.

## 5. Discussion

The analysis reveals that organizational culture is a critical determinant of public policy outcomes, acting as both an enabler and a barrier to effective policymaking. Adaptive and inclusive cultures, as seen in New Zealand's climate policy and Denmark's digital transformation, enhance policy resilience by fostering collaboration, stakeholder engagement, and iterative learning. These cultures enable policymakers to respond to complex challenges with flexibility and creativity, aligning policies with societal needs. In contrast, rigid or hierarchical cultures, as observed in the U.S. ACA implementation and India's GST rollout, create bottlenecks, delay reforms, and erode public trust.

From a behavioural perspective, cultures that promote psychological safety and diversity of thought mitigate cognitive biases, such as groupthink and confirmation bias, leading to more evidence-based decisions. Sweden's open culture during the COVID-19 response exemplifies this, as it allowed for robust

debate and rapid policy adjustments. Conversely, cultures that stifle dissent or prioritize compliance amplify biases, as seen in some developing nations' health ministries. These findings highlight the interplay between culture and behaviour, underscoring the need for cultural interventions to enhance policy processes.

The implications of this research are significant for policymakers and institutional leaders. First, public institutions must prioritize cultural transformation, promoting values such as adaptability, inclusivity, and innovation. This can be achieved through leadership training, behavioural interventions (e.g., bias awareness programs), and structural reforms to encourage collaboration. Second, policymakers should integrate behavioural insights into organizational practices, using tools like nudging or debiasing to improve decision-making. Third, governments must address barriers to cultural change, such as bureaucratic resistance and resource constraints, through sustained commitment and stakeholder engagement.

However, cultural transformation is a slow and complex process, particularly in large bureaucracies with entrenched norms. Resistance from staff, political pressures, and limited resources pose significant challenges. Future research should develop quantitative metrics to measure the impact of organizational culture on policy outcomes, addressing a gap in the current literature. Longitudinal studies could also explore the long-term effects of cultural interventions, providing insights into their sustainability and scalability.

## 6. Conclusion and Recommendations

This study demonstrates that organizational culture is a pivotal factor in shaping public policy outcomes, influencing how policies are designed, implemented, and evaluated. Through a behavioural lens, the research highlights how cultural norms mediate policymakers' cognitive biases, collaboration, and adaptability, with significant implications for policy effectiveness. Adaptive, inclusive, and innovation-driven cultures, as seen in New Zealand, Denmark, and Sweden, enhance policy resilience by fostering stakeholder engagement, iterative learning, and evidence-based decision-making. In contrast, rigid or hierarchical cultures, as observed in the U.S., UK, and

India, hinder progress by creating inefficiencies and amplifying biases.

Policymakers must prioritize cultural transformation within public institutions, integrating behavioural insights to mitigate biases and improve decision-making. This requires leadership commitment, training programs, and structural reforms to embed new values. Despite challenges, such as bureaucratic resistance and resource constraints, the nexus of organizational culture and behavioural public policy offers a promising pathway for reform. Future research should focus on developing metrics, longitudinal studies, and comparative analyses to further elucidate this relationship, contributing to more resilient, equitable, and effective public policy frameworks. By addressing the cultural dimensions of policymaking, governments can build institutions that are better equipped to tackle the complex challenges of the 21st century.

Based on the findings of this study, the following recommendations are proposed to enhance public policy outcomes through organizational cultural transformation, with a focus on integrating behavioural insights:

**1. Implement Behavioural Training Programs:**

To mitigate cognitive biases such as groupthink, overconfidence, and confirmation bias, public institutions should introduce mandatory training programs on behavioural public policy. These programs should educate policymakers on recognizing and addressing biases through techniques like nudging and debiasing, as suggested by Sunstein (2020). For instance, workshops modeled on Sweden's open-debate culture during the COVID-19 response can promote psychological safety, encouraging dissent and critical thinking (The Economist, 2020).

**2. Promote Psychological Safety:** Institutional leaders must cultivate environments where employees feel safe to challenge ideas and voice concerns. This can be achieved by implementing anonymous feedback systems and rewarding constructive dissent, as highlighted in a 2020 Policy Sciences study. The U.S. Department of Health's bureaucratic culture during ACA implementation illustrates the risks of stifling dissent, which delayed reforms (Harvard

Business Review, 2019). Leaders should model open communication, as seen in Denmark's agile digital transformation policies (OECD, 2023).

**3. Encourage Cross-Agency Collaboration:** To overcome siloed decision-making, public institutions should establish cross-agency task forces and collaborative platforms, as exemplified by Singapore's smart city initiatives (The Straits Times, 2021). These platforms should facilitate knowledge-sharing and joint problem-solving, reducing inefficiencies and aligning policies with broader societal goals. Regular inter-agency workshops can help break down cultural barriers, as seen in Pakistan's GST rollout challenges

**4. Invest in Leadership Development:** Sustained cultural change requires committed leadership. Public institutions should invest in leadership training programs that emphasize adaptive, inclusive, and innovation-driven values. A 2022 Public Management Review article underscores the need for leaders to champion cultural reform, as resistance from entrenched bureaucracies, such as the UK's post-Brexit civil service, often undermines progress (Financial Times, 2021). Training should include case studies of successful cultural transformations, such as New Zealand's climate policy.

**5. Develop Metrics for Cultural Impact:** To assess the impact of organizational culture on policy outcomes, governments should develop quantitative and qualitative metrics, such as employee engagement surveys, stakeholder satisfaction indices, and policy implementation timelines. These metrics can help track cultural progress and identify areas for improvement, addressing a gap in the current literature (Journal of Public Policy, 2023). Pilot programs, like Denmark's digital transformation initiatives, can test these metrics in real-world settings (OECD, 2023).

**6. Address Barriers to Change:** Policymakers must proactively address barriers to cultural transformation, including bureaucratic resistance, resource constraints, and political pressures. This can involve securing dedicated budgets for cultural



initiatives, as resource limitations often hinder reform in developing nations.

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