

**THE ROLE OF BUREAUCRACY IN PROMOTING EMPLOYEE PRODUCTIVITY IN
INDUSTRIAL CITY DIVISION, MBALE CITY**

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DECLARATION

I **Wanyenze Annitah** hereby declare that this is my original work, is not plagiarized and has not been submitted any other institution for any award.

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APPROVAL

This is to acknowledge that this report work entitled “The role of Bureaucracy in Promoting Employee Productivity in Industrial City Division, Mbale City” has been under my supervision and is ready for submission to the Department of Social sciences.

Signature.....

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Date.....

DEDICATION

I dedicate this to my father Engineer Wodeya Edward and my mother Ms. Nambafu Eunice, without whose presence in my life, I could not have had the inspiration to pursue this course.

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This fieldwork placement was accomplished with the support of several people. I therefore have the most pleasant duty expressing my first sincere appreciation to God the Almighty for the life, strength and wisdom, and my family for the inspiration to pursue at UCU. Special appreciation is extended my supervisor Mr. Watuwa Anthony and my lectures for the close supervision and parental inspiration they accorded to me. My father Engineer Wodeya Edward for ensuring that I am at this level, I must say may God bless you for the various contributions to this fieldwork placement. Greater thanks to my course-mates who stood by me in all the difficult times during the fieldwork placement.

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LIST OF ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
BPWQ	Bureaucratic Principles and Workers’ Productivity Questionnaire
CSQ	Communication Satisfaction Questionnaire
CVI	Content Validity Index
MCIDA	Mbale City Industrial Development Authority
RBPS	Role-Based Performance Scale
SPSS	Statistical Package for Social Scientists
UBOS	Uganda Bureau of Statistics
WFO	Workforce Optimization

ABSTRACT

This research investigated the crucial role of bureaucracy in promoting employee productivity in Industrial City Division, Mbale City. Employing specific objectives, the study examined bureaucratic hierarchy's influence, assessed the impact of rules and regulations, and investigated the relationship between formal procedures and employee efficiency. Through comprehensive analysis, nuanced insights into organizational dynamics and productivity emerged. Findings highlighted diverse perspectives among respondents, challenging established assumptions and revealing the complex nature of organizational structures. A context-dependent relationship, influenced by organizational culture and individual perceptions, was uncovered. Tailored interventions were recommended to optimize employee productivity, emphasizing the need to address varied perspectives and foster inclusive work environments. These insights significantly contribute to understanding organizational systems and their implications for employee performance, providing valuable avenues for further research to delve deeper into bureaucratic structures' complexities and their impact on organizational success. Recognizing and accommodating diverse viewpoints can cultivate environments conducive to enhanced employee efficiency and overall organizational prosperity.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter will discuss the background to the study, statement of the problem, objectives of the study, research questions to be investigated, rationale/justification of the study, significance of the study, scope of the study, conceptual framework, as well as the definition the major term used in the study.

1.1 Background to the study

Globally, most workers in many establishments in recent times are performing below expectation. This trend has manifested as a widespread phenomenon, contributing to a noticeable decline in productivity levels within these organizations. The underlying causes for such attitudes and suboptimal performance can be readily identified. According to Huckman and Pisano (2016), the complexity and rigidity associated with bureaucracy play a significant role in shaping these patterns. Bureaucracy, as defined by Webster's Third International Cambridge Dictionary refers to 'systematic administration characterised by specialisation of functions, objective qualifications for office, action according to fixed rules and a hierarchy of authority (Okafor, 2015). Employee productivity is defined as an assessment of value generated by an individual employee within a specific time period (Chiradeep BasuMallick, 2020).

Employee productivity sits at the heart of organizational success. Understanding the factors that influence it has become a crucial area of research, particularly in the face of a globalized and dynamic work landscape (World Bank, 2020). Within this context, the role of bureaucracy, often associated with rigidity and inefficiency, deserves a closer examination.

While bureaucracy is typically viewed as a system of overly complex rules and procedures (Weber, 1946), it also encompasses aspects like structured hierarchies, clear chains of command, and defined roles (Hood, 2011). Proponents argue that its emphasis on standardization and order can promote efficiency and consistency, ultimately contributing to improved productivity (Osborne & Gabris, 2013). Studies in developed economies like Japan and Germany, known for their well-functioning bureaucracies, have even linked it to positive employee morale and increased innovation (Steiber & Saetang, 2017).

According to Igbokwe-Ibeto (2019), public perception of bureaucracy and public

administration is key to determining how much they can accomplish in a given environment. The pejorative view of bureaucrats and public administrators is not restricted to Africa. Although they are sometimes seen as one and the same, analytically they can be divorced. Within the framework of system theory, Igbokwe-Ibeto (2019) analysed the interface between African bureaucracy and public administration with the aim of identifying its impediments and prospects. The author argues that African bureaucracy is losing its potency and ability to give intellectual leadership to public administrators. Bureaucrats in the field rely too much on discretion that often does not sit well with the people and result in poor service delivery. The author concludes that the poor state of affairs in African bureaucracy could change if the bureaucracy opens up to administrative reforms, particularly those that add value to their activities and actions.

Another study by Akindele and Adeyemi (2020) examined the relationship between bureaucracy and employee productivity in Nigeria. The authors found that bureaucracy has a significant positive effect on employee productivity. They also found that bureaucratic structure and culture have a significant positive effect on employee productivity. The authors suggest that bureaucratic structure and culture should be strengthened to enhance employee productivity.

In East Africa, bureaucracy has been found to have a positive impact on employee productivity, especially in the public sector. According to a study by Betelhem Amame (2021) titled “Factors Affecting Employee Engagement: The Case of East Africa Bottling Share Company,” employee engagement has emerged as a critical driver of business today. It practically affects the employee morale, productivity and reasons for retaining in the company. Organizations are using their engaged employees as a tool of strategic competence. A highly engaged employee will consistently outperform and set new standards.

The role of bureaucracy in shaping employee productivity in Uganda is complex. Established procedures and regulations, as highlighted by Asiimwe (2012) and Mugambwa (2018), contribute to predictability and fairness, fostering trust between employees and management. This trust, based on transparent criteria for recognition and rewards, motivates employees to dedicate themselves to their tasks. However, a robust bureaucratic system, as emphasized by Otim (2010) and Kuteesa (2015), can both enable and hinder organizational outcomes. While it allows for clear performance measurement and accountability, contributing to efficient resource allocation, it may also lead to excessive paperwork and delays in decision-making, negatively impacting innovation and morale (Mugaya & Ssentongo, 2011; Mpuga, 2017).

Moreover, rigid adherence to rules and regulations, as noted by Kasekende (2008) and Ssekaaya (2014), can stifle creativity and individual initiative, creating a less dynamic workforce. Additionally, the bureaucratic impact in Uganda is influenced by factors such as the post-colonial bureaucratic system, prevalent informal sectors, corruption, and limited technology adoption (Kasumba, 2013; Ntaboko, 2019; Otim & Ekwamu, 2014), all of which contribute to shaping the complex relationship between bureaucracy and employee productivity in the Ugandan context.

Uganda's industrial sector, including the city of Mbale, is witnessing rapid growth and transformation (UBOS, 2022). Understanding the specific challenges and opportunities that bureaucratic structures pose to employee productivity at the national level is imperative for crafting effective management strategies tailored to the Ugandan context.

Zooming in on a localized perspective, Industrial City Division in Mbale City becomes the focal point of this research (Mbale City Industrial Development Authority MCIDA, 2023). This micro-level analysis is essential for capturing the intricacies of bureaucratic functions within the specific industrial setting. Factors such as local industrial policies, workforce demographics, and the unique challenges faced by industries in Mbale City contribute to a nuanced understanding of how bureaucratic structures operate at the grassroots level.

In that comprehensive exploration, case studies, interviews, and surveys played an instrumental role in gathering first-hand insights into the localized dynamics within Industrial City Division, Mbale City. It was upon this backdrop that the researcher intended to delve into the specifics of bureaucratic interactions and their impact on employee productivity in Industrial City Division in Mbale City.

1.2 Problem statement

In Industrial City Division, Mbale City, a significant challenge looms as the dynamics between bureaucracy and employee productivity continue to stifle growth and competitiveness. Recent statistical data underscores the urgency of this issue, revealing a disconcerting trend. Over the past half-decade, employee productivity metrics, including output, work qualities, and efficiency, have exhibited marginal improvements, with a mere 2% increase in average output per employee. Disturbingly, internal assessments have also noted instances of deteriorating work quality (UBOS, 2019).

Current productivity enhancement initiatives in Uganda's industrial sector, including Mbale City, have largely overlooked the nuanced influence of bureaucratic structures. Statistical

analyses of these efforts indicate limited success in addressing the specific challenges faced by Industrial City Division. Employee satisfaction surveys reveal disparities in perceived fairness and transparency within bureaucratic processes, pointing to the need for a more tailored approach.

Statistics further illuminate the dearth of comprehensive information on the relationship between bureaucracy and employee productivity in Mbale City's industrial context. While general studies on bureaucracy and productivity exist (Asimwe, 2012; Mugambwa, 2018), the absence of localized insights is underscored by the stark figures depicting a widening productivity gap in Industrial City Division. A focused investigation is imperative to understand the statistical significance of bureaucracy in shaping employee productivity.

Given the statistical evidence of the productivity gap and the limited understanding of the intricate dynamics between bureaucracy and employee productivity in Mbale City's Industrial City Division, targeted research was paramount. This study, therefore, aimed to employ statistical analyses alongside qualitative insights to bridge the information gap, offering a comprehensive understanding of the statistical intensity of the role bureaucracy played in shaping employee productivity in this specific division.

1.3 Objectives of the study

1.3.1 General Objective

To investigate the role of Bureaucracy in Promoting Employee Productivity in Industrial City Division, Mbale City

1.3.2 Specific Objectives

- i. To Examine the Influence of Bureaucratic Hierarchy on Employee Output in Industrial City Division, Mbale City.
- ii. To Assess the Impact of Rules and Regulations on the Quality of Work Produced by Employees in Industrial City Division, Mbale City.
- iii. To Investigate the Relationship Between Formal Procedures and Employee Efficiency in Industrial City Division, Mbale City.

1.4 Research Questions

- i. What is the Influence of Bureaucratic Hierarchy on Employee Output in Industrial City Division, Mbale City?
- ii. What is the Impact of Rules and Regulations on the Quality of Work Produced by

Employees in Industrial City Division, Mbale City?

- iii. What is the Relationship Between Formal Procedures and Employee Efficiency in Industrial City Division, Mbale City?

1.5 Rationale/Justification of the study

The study was vital for government and political authorities as it offered insights into the effectiveness of bureaucratic structures in promoting employee productivity.

The findings would guide local authorities in tailoring administrative practices to better suit the unique needs and challenges of the industrial sector, contributing to the city's overall growth.

For the researcher, this study represented a valuable opportunity for academic and professional development.

The study's findings were expected to directly impact industry practices by shedding light on the optimal utilization of bureaucratic structures.

The culmination of this research would lead to the award of a Bachelor's degree in Public Administration and Management. This academic achievement would not only signify the researcher's successful completion of the program but would also represent a tangible contribution to the field by expanding knowledge in the specific domain of bureaucratic influence on employee productivity.

1.6 Significance of the study

The significance of the study, which explored the role of bureaucracy in promoting employee productivity in the Industrial City Division, Mbale City, was as follows:

This study contributed to the academic understanding of organizational governance and management practices, specifically within the African context.

The findings of this research held practical implications for policymakers at different levels. Government authorities could utilize the insights to formulate policies that foster efficient bureaucratic structures, ultimately enhancing overall industrial productivity.

Local authorities in Mbale City benefited from targeted knowledge about the Industrial City Division.

The research provided actionable insights for organizational leaders within the Industrial City

Division. By understanding how bureaucratic structures impact employee performance, leaders could implement strategic changes to optimize administrative processes, creating an environment conducive to heightened productivity and efficiency.

Organizations operating in the Industrial City Division could utilize the research findings to refine their bureaucratic frameworks, fostering best practices that aligned with the unique dynamics of the local context.

1.6 Scope of the Study

The scope of the study included geographical, time, and content parameters, as explained below:

1.6.1 Geographical Scope

The study was conducted in Industrial City Division, Mbale City. The Division is one of the two Divisions found in the new Mbale City, namely Northern and Industrial. It is bordered to the northern line by Uganda Railway, Southwest by Nabuyonga River, to the west by the Northern line of Uganda Railway, to the south by Napooli Stream. To the East, it is bordered by Tororo Road, Independence Avenue, and Republic Street.

1.6.2 Time Scope

The study was limited to the years 2020 to 2023. This timeframe allowed for the capture of the then-current state of bureaucratic structures and their impact on employee productivity within Industrial City Division, Mbale City.

1.6.3 Content Scope

The study delved into the organizational dynamics of industrial entities, examining the influence of bureaucratic structures on employee productivity. The research drew on concepts and theories related to public administration, organizational behaviour, and management practices to analyze the interactions within Industrial City Division, Mbale City.

1.8 Conceptual Framework

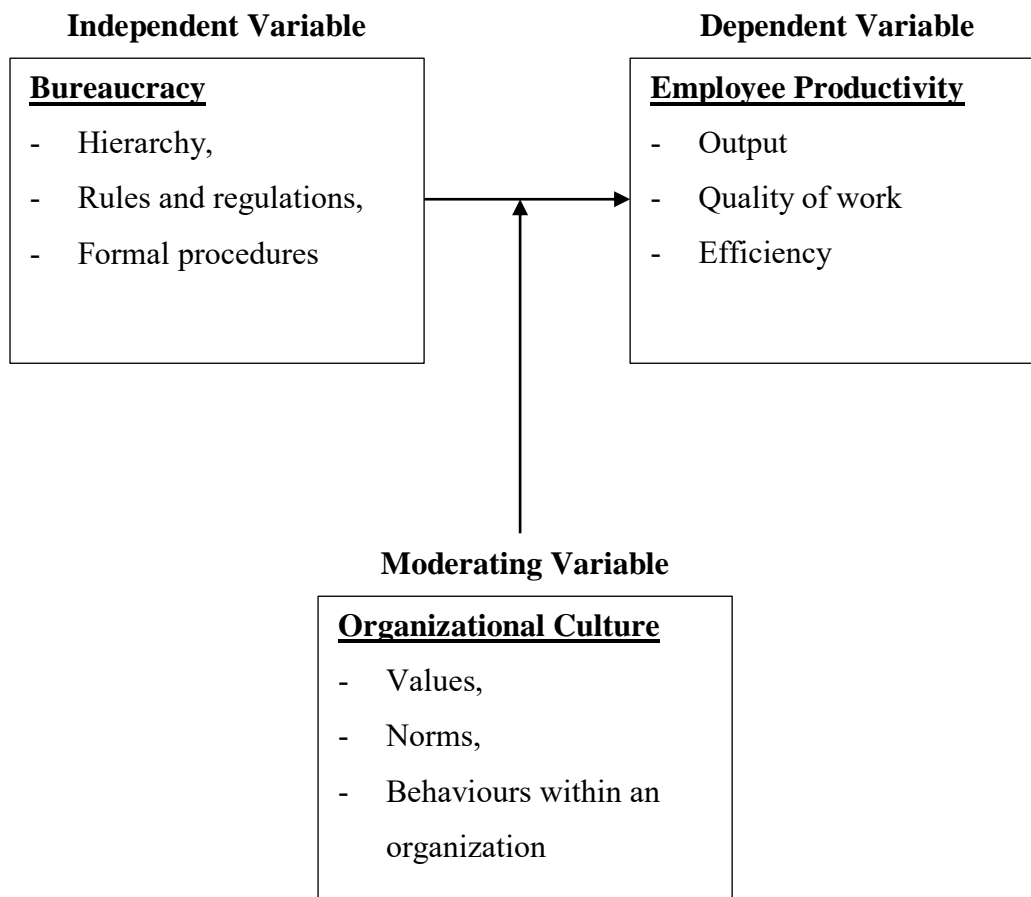


Figure 1.8: Showing the Conceptual Framework

In this study, the researcher investigated how the level and characteristics of bureaucracy (independent variable) within the industrial division in Mbale City had an effect on employee productivity (dependent variable). Elements like hierarchy, rules and regulations, and formal procedures were considered when studying bureaucracy. On employee productivity, the researcher aimed to explain or predict based on changes or variations in bureaucracy. This was measured through performance indicators, such as output per hour, quality of work, efficiency, specific to the industrial division in Mbale City. Organizational culture, as a moderating variable, could influence the strength and direction of the relationship between bureaucracy and employee productivity. For example, a positive and supportive culture might help employees navigate the bureaucracy more effectively, leading to higher productivity. Conversely, a toxic or resistant culture might exacerbate the negative effects of bureaucracy on productivity.

1.9 Definition of Terms

- i. **Bureaucracy**, as defined in various sources, encompasses a systematic administration distinguished by the specialization of functions, objective qualifications for office, adherence to fixed rules, and a hierarchical structure of authority. In the perspective presented by the Encyclopaedia of Social Sciences, Laski (2020) emphasizes the term's association with a governmental system where control predominantly rests in the hands of officials, posing potential threats to the liberties of ordinary citizens.
- ii. **Workforce optimization** (WFO) is a business strategy that integrates business performance considerations with workforce management. The strategy involves automating processes, data visibility, compliance on legislation and solving business problems related to staffing (Jason Napierski, 2014).
- iii. **Employee Productivity** can be defined as time spent actively by employees on tasks that require execution and production. Similarly, Coker (2011) defined employee productivity “as the level of employees’ performance in relation to attendance, work quality, the capacity of performance and personal factors”.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presented a review of the exiting literature on Bureaucracy in Promoting Employee Productivity. The literature was reviewed objective by objective. The literature was reviewed based on recent text books, journals and organizational documents and documents. It highlighted the theoretical, empirical literature, and the gap(s) in the literature which the study set out to address.

2.1 Theoretical Literature Review

The Industrial City Division in Mbale City, Uganda, faces a crucial challenge; balancing bureaucratic structures with employee productivity. This literature review examines the influence of bureaucratic hierarchy, rules and regulations, and formal procedures on employee output and work quality within Industrial City Division. Through critical analysis of existing research, we aim to understand the complex interplay between these factors and identify potential strategies for optimizing productivity within a bureaucratic framework.

Weber's (1946) seminal work on bureaucracy highlights its emphasis on hierarchy, specialization, and formalized rules. While these elements can promote efficiency and clarity, they can also stifle innovation and decision-making, potentially hindering productivity. Blauner (1964) argues that bureaucratic structures can lead to alienation and powerlessness among employees, further impacting their output and motivation. However, research by Etzioni (1975) suggests that strong leadership and clear communication within hierarchies can mitigate these negative effects and foster a sense of purpose among employees.

Industrial City Division operates within a framework of rules and regulations designed to ensure compliance, safety, and quality standards. While adherence to these rules is essential, excessive or overly complex regulations can create bottlenecks and hinder workflow. Parker (1998) argues that overly bureaucratic regulations can lead to "goal displacement," where employees prioritize adhering to rules over achieving actual goals. Conversely, studies by Adler (1996) suggest that clear, well-defined regulations can provide employees with a sense of structure and predictability, potentially enhancing their productivity.

Formal procedures within Industrial City Division likely involve standardized processes for tasks such as approvals, procurement, and reporting. While these procedures can ensure

consistency and accountability, they can also be time-consuming and inflexible, hindering employee efficiency. Van de Ven et al. (1999) argue that overly rigid procedures can stifle creativity and responsiveness, potentially leading to stagnation and reduced productivity. However, proponents of formal procedures, such as Mintzberg (1979), argue that they are essential for maintaining control and coordination within complex organizations like Industrial City Division.

The literature review illuminates a diverse relationship between bureaucracy and employee productivity. While bureaucratic structures offer advantages such as order, efficiency, and control, they can also introduce disadvantages like rigidity, alienation, and goal displacement. The effectiveness of bureaucracy in promoting productivity is likely contingent on various factors. Strong leadership, characterized by open communication, empowerment, and a culture of innovation, has the potential to mitigate the negative impacts of hierarchy. The design of regulations plays a crucial role, with clear and concise guidelines focusing on core objectives without unnecessary complexity enhancing productivity. Procedural flexibility, allowing for adaptation and exception handling in specific circumstances, proves pivotal in improving efficiency and employee satisfaction. Furthermore, organizational culture, valuing employee input, encouraging problem-solving, and rewarding initiative, can foster a more productive and engaged workforce within the bureaucratic framework.

The role of bureaucracy in promoting employee productivity within Industrial City Division is multifaceted and requires careful consideration. By understanding the potential benefits and drawbacks of bureaucratic structures, and by implementing strategies that mitigate negative effects while leveraging positive aspects, Industrial City Division can create an environment that fosters both efficiency and employee well-being, ultimately leading to enhanced productivity. Further research exploring the specific context of Industrial City Division and the lived experiences of its employees would be crucial in tailoring these strategies for optimal effectiveness.

2.2 Empirical Literature Review

The Industrial City Division, Mbale City, Uganda, faces a crucial challenge: balancing bureaucratic structures with employee productivity. This literature review examines the Influence of Bureaucratic Hierarchy on Employee Output, Impact of Rules and Regulations on the Quality of Work Produced by Employees, and the Relationship between Formal Procedures and Employee Efficiency Industrial City Division. Through critical analysis of

existing research, the researcher aimed to understand the complex interplay between these factors and identify potential strategies for optimizing productivity within a bureaucratic framework.

2.2.1 The Influence of Bureaucratic Hierarchy on Employee Output

The empirical studies conducted by several researchers offer valuable insights into the influence of bureaucratic hierarchy on employee output, albeit within different organizational contexts. Munene (2012) carried out a study that focused on the Eastern Deanery, exploring the impact of bureaucracy on organizational performance. Utilizing a descriptive research design, he examined the organizational structure, rationalization of society, and organizational policies to understand their effects on employee performance. The findings highlighted issues such as marginalization of the non-management team, lack of employee participation in decision-making, and outdated organizational policies, all of which negatively affected employee output. The study concluded that bureaucracy significantly influences organizational performance and recommended changes in the organizational structure, as well as improvements in employee motivation and reward systems to enhance performance.

Another study by Olabanji (2019) examined the contribution of bureaucratic theory to workers' productivity improvement in Nigerian universities. A descriptive research design of the survey type was used for the study. A sample of 10 universities in the south west Nigeria – five state-owned and five federal-owned – using simple random sampling technique was selected. Also, simple random sampling was used to select 20 respondents including academic and non-academic staff (senior staff) amounting to 200 respondents.

The study developed and used a questionnaire titled: "Bureaucratic Principles and Workers' Productivity Questionnaire (BPWQ)" with a reliability correlation coefficient (r) of 0.90. Multiple regression analysis was employed to analyse the data, while the null hypotheses developed for the study were tested at .05 level of significance. The findings revealed that there was significant composite influence of bureaucratic principles on workers' productivity improvement in Nigerian universities (Olabanji, 2019).

Also, there was significant influence of division of labour and specialization, hierarchy of authority, stipulated rules and regulation, records, impersonal orientation, and employment and promotion of staff based on technical competence on workers' productivity improvement in Nigerian universities. It is therefore recommended among others that skilful and qualified

workers should be employed at every level in Nigerian universities, their appointments and promotions should be based on merit and competence as established by bureaucratic principles (Olabanji, 2019).

Quilon's (2012) study on the "Impact of Bureaucratic Structure on the Organizational Performance of Government Organizations" addresses the crucial issue of adapting organizational structures to the dynamic economic environment. The study acknowledges the transformative nature of the global economy and emphasizes the need for organizational development efforts to align with these changes. Quilon's (2012) underscores the significance of understanding the structure and operation of an organization through its organizational chart for informed decision-making.

A critical analysis of both studies unveils common themes and discrepancies. Both studies recognize the significance of bureaucratic structures in influencing employee productivity, with Munene (2012)'s study highlighting the negative consequences of bureaucratic practices such as marginalization and outdated policies, while Olabanji (2019)'s study emphasizes the positive impact of bureaucratic principles like division of labour and hierarchy of authority on productivity.

Quilon's (2012)'s study reveals a recognition of bureaucratic organizations as somewhat enigmatic entities responding to environmental pressures. The literature suggests that bureaucratic structures have often been treated as "black boxes," indicating a lack of comprehensive understanding of how they function and adapt to changing circumstances. This observation highlights a gap in the existing knowledge base, reinforcing the need for further investigation into the workings of bureaucratic structures and their reorganizations.

However, while Munene's study offers specific recommendations for organizational restructuring and improving employee motivation, Olabanji (2019)'s study primarily focuses on recommendations related to hiring and promotion practices. Thus, a comprehensive approach that combines the insights from both studies provided a more holistic understanding of how bureaucratic hierarchy affects employee output and offer practical strategies for organizational improvement.

2.2.2 Impact of Rules and Regulations on the Quality of Work Produced by Employees

Bushiri, C. P. (2014) in his study on "the impact of working environment on employees" performance, the case of Institute of Finance Management in Dar-es-Salaam" revealed that

Organizations must step outside their traditional roles and comfort zones to look at new ways of working. He added that they have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential. The study aimed to assess the impact of working environment on employees' performance at Institute of Finance Management in Dar-es-Salaam Region. For the purpose of this study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection.

The study findings indicate that, organization working environment had an impact on members as far as respondents are concerned. The study also revealed that employees' will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job. Based on the findings the study recommended that, the organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision (Bushiri, C. P. 2014).

Another study by Lavanya, M. et. al (2014) on the impact of formal rules and regulations towards employees attitude with reference with India Infoline Ltd, Chennai it was revealed that organizational culture is a system of shared beliefs & attitudes that develop within an organization and guides the behaviour of its members. It is also known as "corporate culture", and has a major impact on the performance of organization & especially on the quality of work life experienced by the employees. Organizational culture "consists of the norms, values & rules of conduct of an organization as well as management styles, priorities, beliefs & inter-personal behaviours.

Based on this a research was conducted to study the impact of formal rules and regulations towards the employee's attitude. The research was conducted for a period of four weeks. The research design used was descriptive research design. Primary data was collected from a sample of 50 employees through a well-structured questionnaire. The sampling design used was stratified sampling. The collected data was analysed using percentage analysis and one

way ANOVA was used to check the variations between the employee's code of conduct and company's rules and regulations.

From the study conducted it was noticed that majority of the employees were male between an age group of 20-29 with 0-3 years of experience. Most of them rated/found/felt that code of conduct in the organization was important but found /felt that the company's rules and regulations to be satisfactory only. The hypothesis tested showed that there is no significant variation between the employee's code of conduct and the company's rules and regulations there by accepting the null hypothesis. From the study the suggestions given to the management was to conduct a training program to the employees highlighting the importance of general rules and regulations and to introduce shift system in the future course of time (Lavanya, M. et. al 2014).

A critical analysis of these studies reveals common themes and distinctions. Both studies recognize the importance of organizational factors, such as working environment and formal rules, in influencing employee performance and attitudes. Bushiri (2014)'s study emphasizes broader issues within the working environment, including interpersonal relationships and motivational factors. Lavanya et al.'s study, on the other hand, specifically examines the impact of formal rules on employee attitudes, highlighting the need for training programs.

However, a notable difference lies in the methodologies and areas of focus. Bushiri (2014)'s study centres on the working environment's overall impact on performance, utilizing a broader scope of variables. Lavanya et al. (2014)'s study narrows down to the specific impact of formal rules and regulations on employee attitudes. While both studies contribute valuable insights, combining these perspectives provided a more comprehensive understanding of how various organizational factors collectively influence the quality of work produced by employees. Future research might benefit from integrating these insights for a more holistic perspective on organizational management and employee performance.

2.2.3 The Relationship between Formal Procedures and Employee Efficiency

Ogunola, A. A., et. al. (2015) studied “the Relationship between Organizational Communication and Job Performance of Employees of Selected Nigerian Brewing Industries” revealed that it is often said the employees are the greatest asset of any organization. In the light of this, the communication of these employees among themselves and with their immediate bosses and supervisors is considered as it relates to their job

performance. This study therefore focused on the relationship between organizational communication and the job performance of employees of selected Nigerian brewing industries. The study made use of two brewing industries in Oyo and Osun States of Nigeria. A sample of 200 employees was selected from the two industries. Two research instruments, the Communication Satisfaction Questionnaire (CSQ) and the Role-Based Performance Scale (RBPS) were used in generating data. The results showed that there is a significant relationship between organizational communication and job performance. The study recommended that managers need to ensure that the transfer of information within the organization is well-organized and provide feedbacks for the employees on the quality of the performance they put into their jobs.

Another study by Makena, N., et. al (2023), on the influence of formal and informal cultural systems on employees' performance in corporate organizations in Kenya showed that studies on organizational culture relate unethical conduct in the workplace as stemming from greed, lack of clear codes of ethics, impact of peer influence, among others. While that school of thought might be convincing, the entire concept of the root cause of either ethical or unethical behaviour among employees in corporate organizations has not been fully explored. In any organization where human beings from diverse backgrounds meet to work, there is a high chance that each of their cultural systems, together with that of their organization, determines their attitude and output within the work environment (Makena, N., et. al 2023).

Hence, it can be argued that employee ethical behaviour and performance are to a greater extent guided by some cultural systems. In that regard, this paper examined the extent to which formal and informal cultural systems such as adhocracy culture, clan culture, hierarchical culture, and market culture influence employees' performance in corporate organizations in Kenya. It further explored African ethics and showed how a loss in ethical leadership could also culminate into negative culture that ruins performance of employees in organizations. As a way forward, the paper argued that the adoption of African collective values of Ubuntu such as compassion, survival, group solidarity, respect and dignity could help in cultural management in corporate organizations and hence enhance employee ethical conduct, positive energy and productivity. This paper is based on a desktop literature review of an ongoing research that is qualitative in nature and used one higher learning institution in Langata Ward, Nairobi County for a case study (Makena, N., et. al 2023).

A critical analysis of these studies reveals both common themes and distinctions. While Ogunola et al.'s study focuses specifically on the direct relationship between organizational

communication and job performance, Makena, N., et. al (2023)'s study offers a broader examination of how formal and informal cultural systems influence employee performance. While both studies contribute valuable insights into the formal and informal factors influencing employee efficiency, they adopt different methodologies and perspectives. Integrating these insights provided a more comprehensive understanding of the complex interplay between formal procedures, communication practices, cultural systems, and employee efficiency. Future research could benefit from exploring these relationships in more diverse organizational contexts and employing mixed-method approaches to gain a deeper understanding of the underlying mechanisms.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This chapter presents and describes the approaches and techniques the researcher used to collect data for the study. They include the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, data quality control, procedure of data collection, data analysis and measurement of variables.

3.1 Research Design

This study employed a correlational survey approach, chosen for its systematic and factual depiction of relationships between variables, as advocated by Amin (2005). Utilizing a correlational survey enabled the researcher to explore the connections between various study variables, as highlighted by Sekaran (2013). Furthermore, the study adopted both quantitative and qualitative methodologies. Quantitative designs, as delineated by Amin (2005), are structured plans aimed at quantifying phenomena and investigating relationships, including cause-and-effect dynamics. In addition to quantitative methods, qualitative approaches were also employed, involving in-depth exploration and interpretation of subjective data, in line with the insights provided by Onen (2015). Qualitative research endeavours to gain a comprehensive understanding of human behaviour and the underlying rationales driving such behaviour. It delves into the nuances of decision-making processes, focusing on the "why" and "how" rather than mere factual aspects. This study integrated both quantitative and qualitative approaches, recognizing the complementary nature of these methodologies, as asserted by Creswell (2003).

3.2 Area of Study

The area of study for this research is the Industrial City Division in Mbale City, situated in the Eastern Region of Uganda. The division is demarcated by Soroti-Mbale Road to the north, Namatala River to the south, Industrial Area to the east, and Bukonde Sub-county to the west. The selection of this specific area for investigation is rooted on fact that it represents a critical hub of industrial activity within Mbale City, encompassing a diverse range of manufacturing, processing, and production facilities. As such, it offers a rich and contextually relevant setting for investigating the role of bureaucracy in promoting employee

productivity, aligning closely with the research problem and objectives.

3.3 Sources of Information

The study relied on both primary and secondary sources of data to provide a comprehensive analysis of the role of bureaucracy in promoting employee productivity in the Industrial City Division, Mbale City.

3.3.1 Primary Data Sources

Surveys: Structured questionnaires were administered to employees within various industrial establishments in the Industrial City Division to gather firsthand information about their perceptions and experiences regarding bureaucratic practices and their impact on productivity.

Interviews: In-depth interviews were conducted with key stakeholders, including managers, human resource personnel, and government officials, to gain insights into the implementation of bureaucratic policies and their perceived effectiveness in enhancing productivity.

3.3.2 Secondary Data Sources

Academic Journals: Scholarly articles and research papers on topics related to bureaucracy, employee productivity, and organizational behaviour were reviewed to establish theoretical frameworks and contextual background.

Government Reports: Official reports from government agencies, such as the Uganda Bureau of Statistics and the Ministry of Trade, Industry, and Cooperatives, were approached to obtain statistical data and policy insights relevant to industrial activities in Mbale City.

Industry Reports: Reports from industry associations, trade publications, and market research firms were examined to gain industry-specific knowledge and trends affecting employee productivity in the Industrial City Division.

Books and Theses: Relevant books, dissertations, and theses addressing organizational management, public administration, and industrial development were referenced to supplement theoretical frameworks and provide deeper insights into research concepts.

3.4 Study Population

The population under study comprised of 270 employees who worked within the industrial establishments situated in the Industrial City Division, Mbale City, Uganda. This population encompassed individuals engaged in various roles across diverse sectors within the industrial landscape, including manufacturing, processing, production, and related services. Employees from both large-scale industries and small to medium-sized enterprises (SMEs) were considered part of the population. The workforce consisted of individuals from different demographic backgrounds, including varying levels of education, experience, and job roles, such as casual workers, administrative staff, managers, technicians, and support personnel.

3.5 Sample Size and Selection

The research utilized a sample size of 159, selected from a population totalling 270. The decision to use a sample size of 159 was considered adequate, a notion supported by Krejcie and Morgan's (1970) recommendation. Additionally, Krejcie and Morgan (1970) suggested treating each sub-group as an independent population and consulting their table to determine the appropriate sample size for each sub-group. Table 3.5 provides a summary of the study population, the sample size, and the specific number of respondents in each category.

Table 3.5: Total Population of the Study and Sampling Techniques

Sub-group	Population	Sample Size	Sampling Technique
Casual Workers	80	47	Stratified Random Sampling
Administrative Staff	50	29	Purposive Sampling
Managers	40	24	Purposive Sampling
Technicians	60	35	Stratified Random Sampling
Support Personnel	40	24	Stratified Random Sampling
Total	270	159	

Source: *Krejcie and D. W. Morgan (1970). Determining the sample size for research activities*

Therefore, in order to determine a representative sample size from a cross-section of the

population that fulfils the requirements enumerated by Kothari (2010) and Best and Khan (1993), the Yamane formula (1967) and use of proportions were adopted. The Yamane formula is stated as:

$$n = \frac{N}{1 + Ne^2}$$

Where n is the sample size, N is the population size, and e is the level of precision.

3.6 Sampling Technique and Procedures

Both probability and non-probability sampling techniques were used in selecting the sample.

3.6.1 Probability Sampling

Probability sampling, also known as random sampling, is a sampling method wherein the likelihood of obtaining any specific sample can be calculated (Katebire, 2007). Non-probability sampling, on the other hand, offers the advantage of lower cost compared to probability sampling. However, the amount of information gleaned from a non-probability sample is considerably less than that from a probability sample (Mugenda & Mugenda, 1999). In this study, the stratified random sampling technique was employed. This method involved sampling Casual Workers, Technicians, and Support Personnel. As outlined by Amin (2005), stratified random sampling technique ensures that every member has an equal opportunity of being included in the sample. A sample frame was constructed, followed by the random selection of members.

3.6.2 Non Probability Sampling

Non-probability sampling involves selecting a sample without employing randomization. Unlike probability sampling, non-probability sampling techniques do not allow for generalization from the sample to the broader population (Katebire, 2007). In this study, purposive sampling techniques were employed. Specifically, purposive sampling was utilized to select various administrative staff and managers from different districts.

3.7 Data Collection Methods

Both primary and secondary data was obtained for the study.

3.7.1 Primary Data

Primary data was obtained through self-administered questionnaires and interview guides administered to respondents in accordance with systematic and established academic

procedures outlined by Creswell (2013). The researcher employed various methods to collect primary data, necessitating the utilization of both interviews and questionnaires.

3.7.1.1 Questionnaire Survey Method

A questionnaire is a structured form containing interconnected questions crafted by the researcher to address the research problem under investigation, aligned with the study's objectives (Amin, 200). The utilization of a questionnaire offers several advantages, including facilitating in-depth research, enabling the acquisition of firsthand information, and accruing more extensive experience within a condensed timeframe (Kothari, 2004; Amin, 2005; Creswell, 2003). Additionally, employing a questionnaire enhances reliability by incorporating numerous items and increases the likelihood of obtaining valid data (Amin, 2005). The close-ended questionnaire encompassed queries pertaining to both independent and dependent variables. Furthermore, the researcher ensured timely distribution of the questionnaire to all categories of respondents to mitigate non-response rates.

3.7.1.2 Interview Method

An interview guide comprises qualitative, in-depth interviews conducted with individuals chosen for their firsthand knowledge about the topic under study (Kumar, 1989). Interviews were selected as a method because they offer the advantage of allowing for probing for additional information, clarification, and capturing the facial expressions of the interviewees (Amin, 2005). The rationale behind utilizing this instrument was to gather information that could not be directly observed or was challenging to articulate in writing, as well as to elucidate meanings beyond verbal expressions (Amin, 2005).

3.7.2 Secondary Data

In the secondary analysis of qualitative data, the importance of thorough documentation cannot be overstated, as it furnishes essential background information and invaluable context, both of which enhance the reusability of data in a more systematic manner. As emphasized by Amin (2005), secondary data plays a pivotal role in informing the research design of subsequent primary investigations and serves as a benchmark against which the findings of collected primary data can be compared using various methodologies.

3.8 Data Collection Instruments

The study employed the questionnaire, interview guide, and documentary review checklist as primary data collection instruments.

3.8.1 Questionnaire

The researcher employed a Likert scale, where predetermined respondent viewpoints were listed and rated using categories including Strongly Agree, Agree, Not Sure, Disagree, and Strongly Disagree. Participants rated their views accordingly, aiding in determining their stance regarding the item under investigation. The questionnaire comprised a combination of closed and open-ended questions. Self-administered questionnaires were distributed to the Administrative Staff, Managers, and Technicians for the collection of primary data.

3.8.2 Interview Guide

Interviews entail face-to-face verbal exchanges during which one person or a group is questioned at a time. They were selected for their ability to facilitate probing for additional information, clarification, and the capturing of interviewees' facial expressions (Amin, 2005). Moreover, they afford researchers the opportunity to delve into issues that might have gone unnoticed by other instruments yet are crucial for the study. In-depth interviews were conducted with Casual Workers, Technicians, and Support Personnel.

3.9 Quality control of Data Collection

Data quality control techniques were used to ensure that data collected is valid and reliable; the instruments were first tested to ensure validity and reliability.

3.9.1 Validity

According to LoBiondo-Wood and Haber (2012), validity pertains to the degree to which a tool gauges its intended construct accurately and reliably. The precision of the instruments was assessed by calculating the Content Validity Index (CVI), which serves as an indicator of the instrument's precision level.

$$CVI = \frac{\text{Number of items declared valid}}{\text{Total Number of items}}$$

The CVI formula by Amin (2015) applied will be;

$$CVI = \frac{VR + R}{K}$$

After computing the CVI as a way of determining the level of accuracy of the instrument, the researcher interpreted the CVI on the basis of George and Mallery's (2013) rule of thumb; (A) 1 - 0.9 = Excellent (B) 0.89 – 0.80 = Good (C) 0.79 – 0.70 = Acceptable (D) 0.69 – 0.60 = Questionable (E) 0.59 – 0.50 = Poor (F) 0.49 – 00 = Unacceptable.

3.9.2 Reliability

Reliability denotes the extent to which an evaluation tool yields steady and coherent outcomes (Katebire, 2007). For qualitative data collection, the researcher ensured during the data-gathering process that the recorded information from interviews accurately portrayed facts, responses, observations, and events. Multiple measurements, observations, or samples were taken, and the accuracy of the records was verified with an expert or lecturer to ensure response consistency, along with the customization of questions to ensure appropriateness.

Additionally, a pretest of the instrument was conducted before the actual research to ascertain consistency in responses. As suggested by Amin (2005), test-retest reliability was employed to gauge the extent to which the instrument could generate consistent scores when the same group of individuals was repeatedly measured under identical conditions. Findings from the pretest informed modifications to the instrument items. To ensure the reliability of quantitative data, the Cronbach's Alpha Reliability Coefficient for Likert-Type Scales test was administered. Sekaran (2013) recommends a reliability of 0.70 or higher as a guideline before employing an instrument.

3.10 Data processing and analysis

Data was analyzed both qualitatively and quantitatively.

3.10.1 Quantitative Data Analysis

The data underwent sorting using the Statistical Package for Social Scientists (SPSS) methodology. Univariate analysis techniques were employed by the researcher for data analysis. This analysis involves describing a single variable in relation to the relevant unit of analysis. Typically utilized in the initial descriptive phase of research, univariate analysis precedes more complex inferential bivariate or multivariate analysis methods. Alongside frequency distribution, univariate analysis typically entails the reporting of measures of central tendency.

3.10.2 Qualitative Data Analysis

Qualitative analysis was conducted manually, utilizing pre-established themes. Both thematic analysis and content analysis were employed to analyze qualitative data. Content analysis encompassed coding the data followed by subsequent processing. This integration of approaches was strategic, as thematic analysis involves the emergence of themes from the researcher, while content analysis entails summarizing descriptions from the responses.

3.11 Ethical considerations

In applying the methodology during the research, rigorous adherence to ethical principles was paramount to safeguarding the rights and well-being of participants. Confidentiality was maintained by ensuring the privacy of participants' information, while informed consent and, when applicable, assent were obtained to ensure voluntary participation. Anonymity was upheld through anonymizing participants' data to prevent identification. The research was conducted with integrity, transparency, and respect for participants, with measures in place to mitigate potential risks and maximize benefits. Ethical challenges, such as obtaining consent from participants with limited literacy, were addressed through language-appropriate materials and clear communication. Overall, the ethical framework of the research encompassed principles of confidentiality, consent, assent, anonymity, integrity, and benevolence, ensuring ethical integrity throughout the research process.

3.12 Methodological constraints

In this research reliance on self-reported data potentially introduced biasness; Likert scales in questionnaires limited response depth. Sample size and composition was not representative, affecting generalizability. Qualitative interviews' subjective nature constrained data analysis, highlighting the need for cautious interpretation and data triangulation.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter outlines the key findings of the research, structured according to the study objectives. Each objective is explored, with major themes derived and associated findings interpreted. Frequency tables and graphical representations, particularly for quantitative data, are included. Mean values of items were measured against a five-point Likert Scale for interpretation guidance. Additionally, background characteristics of respondents are presented initially.

4.1 Response Rate

This is calculated by dividing the number of the complete surveys by the total number of respondents that were contacted and then multiplying the result by 100. The researcher aimed at finding out the response rate of the respondents and the results are indicated in the table below.

Table 4.1: Response rate

	Frequency	Percentage (%)
Expected response	159	100
Actual response	146	92
Non response	13	8

Source: *Primary Data 2024*

As indicated Table 4.1 above, the study achieved a notable response rate of 92% (n=146), with only 8% (n=13) who did not participate. This high level of respondent engagement is considered commendable for ensuring the validity of the research, aligning with Amin's (2005) suggestion of a minimum 70% participation rate. The diligent efforts of the researcher, including personal follow-ups with respondents who had not returned their completed questionnaires within the designated timeframe, and exercising patience with those experiencing delays in questionnaire completion or attending interviews, contributed to this impressive response rate.

4.2 Background information

4.2.1 Gender of Respondents

The study sought to establish the gender distribution of the respondents and below is the table summary of the findings.

Table 4.2 Gender of the Respondents

	Frequency	Percent
Male	48	33
Female	98	67
Total	146	100

Source: Primary Data 2024

Based on the results, the majority of respondents were female 67% (n=98), while males accounted for 33% (n=48). These findings suggest that women were more prominently engaged in diverse income-generating endeavours within the study area compared to men.

4.2.2 Respondent Age

The study also sought to establish the age distribution of the respondents and findings were as can be seen below.

Table 4.3 Age of the respondents

	Frequency	Percent
18-30 years	12	8
31-40 years	68	46
41-50 years	46	32
51 years and above	20	14
Total	146	100

Source: Primary Data 2024

The results presented in Table 4.3 indicate that the largest proportion of participants in this study, numbering 68 (46%), fell within the age group of 31 to 40 years. Following this, 46 participants (32%) were aged between 41 and 50 years, while 20 individuals (14%) were 51 years old and above. The smallest group, consisting of 12 participants (8%), belonged to the

age range of 18 to 30 years. The predominance of respondents within the 31-40 age bracket indicates that this demographic group is the most actively employed, potentially reflecting their heightened interest and involvement in responding to the research compared to younger individuals who may be less engaged due to lower employment rates.

4.2.3 Highest education qualification

The study aimed to determine the distribution of respondents based on their level of education, and the summary is as follows:

Table 4.4 Highest education qualification of the respondents

Category	Frequency	Percent
O' level	26	18
A' level	12	8
Certificate	9	6
Diploma	68	47
Bachelors' degree	22	15
Others	9	6
Total	146	100

Source: *Primary Data 2024*

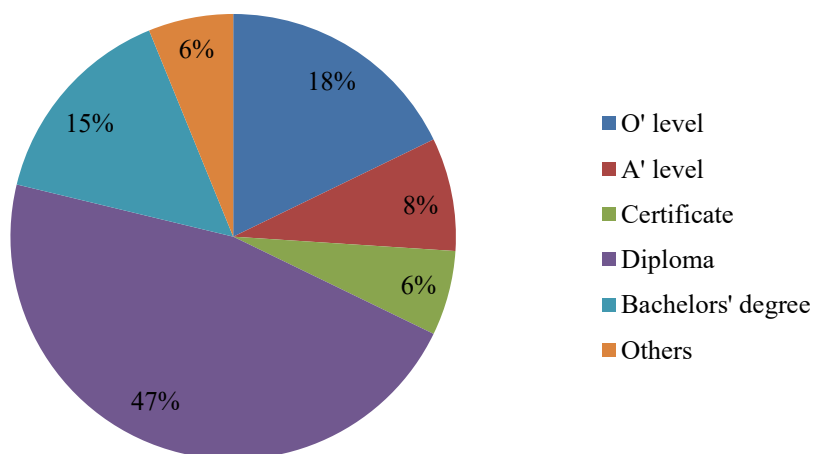


Figure 4.4: Showing Respondents' level of education

The largest group, comprising 68 individuals (47%), held diplomas, followed by 26 (18%) with O'level certificates, and 22 (15%) with Bachelor's degrees. Another 12 (8%) and 12 (8%) held A'level certificates and Bachelor's degrees respectively, while the smallest group,

9 individuals (6%), had other academic qualifications. This distribution suggests that most respondents possessed sufficient education to comprehend the operations of the health units, enabling them to provide informed perspectives.

4.2.4 Position Held at work

Findings were also sought to establish the positions held by the respondents in the respective health units.

Table 4.5: Position Held at work

Category	Frequency	Percent
Casual Workers	52	36
Administrative Staff	15	10
Managers	18	12
Technicians	25	17
Support Personnel	36	25
Total	146	100

Source: Primary Data 2024

The results revealed that 52 individuals (36%) were classified as Casual Labourers, while 15 (10%) were categorized as Administrative Staff and another 18 (12%) as Managers. Additionally, 25 (17%) were identified as Technicians, and 36 (25%) were designated as Support Personnel. These findings suggest that there were a number of less qualified staff (Casual Workers) as compared to more qualified ones, hence a possibility of not accessing high quality services by the clients.

4.2.5 Duration of service

Findings on the duration of service by the different health staff were as follows.

Table 4.6: Duration of service

Category	Frequency	Percent
1-3 years	16	11
4-6 years	62	43
6-9 years	40	27
9 years and above	28	19
Total	146	100

Source: *Primary Data 2024*

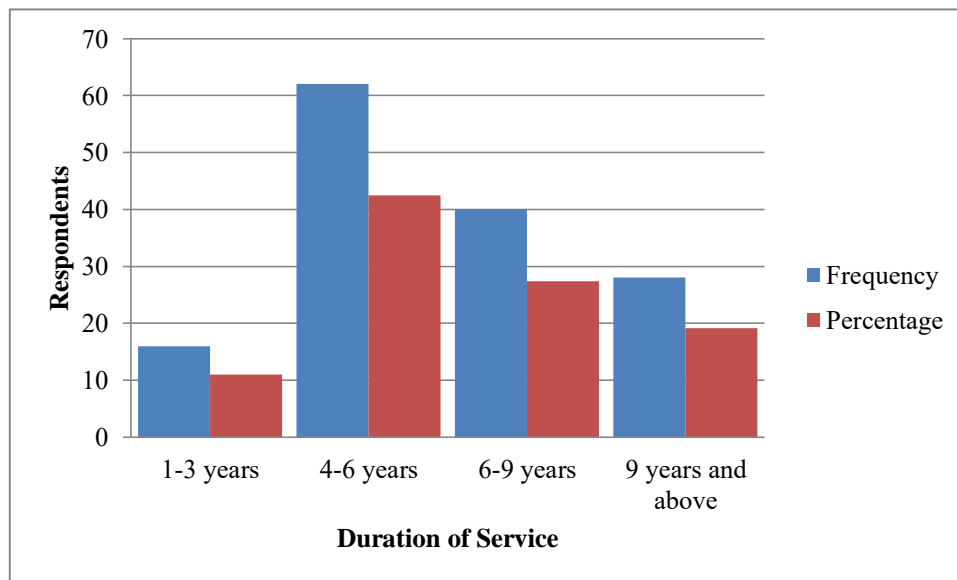


Figure 4.6: Showing Respondents' Duration of Service

Majority of the respondents 62(43%) had worked for 4-6 years, 40(27%) had worked for 6-9 years, 16 (11%) for 1-3 years, with the least 28(19%) that had worked for 1-3 years. These findings suggest that a significant portion of the respondents have relatively extensive work experience within the studied context, potentially influencing their perspectives and insights regarding the role of bureaucracy in promoting employee productivity.

4.3 The Influence of Bureaucratic Hierarchy on Employee Output in Industrial City Division, Mbale City.

This section is organized in alignment with the first study objective, which aimed to investigate the influence of bureaucratic hierarchy on employee output in Industrial City Division, Mbale City.

Table 4.7: Statement on the influence of bureaucratic hierarchy on employee output in Industrial City Division, Mbale City

STATEMENT	SA		A		N		D		SD		Mean
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	
Bureaucratic hierarchy significantly influences employee output in the Industrial City Division, Mbale City.	23	16	10	7	67	46	24	16	22	15	29.2
Employees in the Industrial City Division, Mbale City feel marginalized or excluded from decision-making processes due to bureaucratic practices.	35	24	15	10	36	25	28	19	32	22	29.2
The division of labour and specialization, hierarchy of authority, and stipulated rules and regulations positively impact employee productivity in the Industrial City Division, Mbale City.	46	32	13	9	42	29	29	20	16	11	29.2
The organizational structure in the Industrial City Division, Mbale City needs changes to enhance employee motivation and performance.	61	42	12	8	31	21	28	19	14	10	29.2
The current employment and promotion practices in the Industrial City Division, Mbale City effectively ensure that skilled and qualified workers are hired and promoted based on merit and competence.	56	38	25	17	32	22	26	18	7	5	29.2

Source: Primary Data 2024

From Table 4.7 above, The result suggests that while a minority, comprising 23(16%)

strongly agreed and 10(7%) agreed, believe that bureaucratic hierarchy significantly influences employee output in the Industrial City Division, Mbale City, a substantial portion, comprising of 67(46%) who chose to be neutral, 24(16%) who disagreed, and 22(15%) who strongly disagreed, do not share this belief. This indicates a lack of consensus among respondents regarding the influence of bureaucratic hierarchy on employee output. This aligns with the study by Munene (2012), which highlighted negative consequences of bureaucratic practices on employee output, such as marginalization and outdated policies. As one Casual worker expressed, *"While some decisions seem exclusionary, I've also seen efforts to involve us in certain processes. It's a mixed bag, but overall, I don't feel strongly marginalized..."*

The statement indicates varied perceptions among respondents regarding whether employees in the Industrial City Division, Mbale City feel marginalized or excluded from decision-making processes due to bureaucratic practices. While 24% strongly agreed and 10% agreed, suggesting a substantial portion, 25% were neutral, 19% disagreed, and 22% strongly disagreed with this notion. This divergence in opinions implies a lack of consensus on the extent of marginalization or exclusion experienced by employees. This aligns with the findings of Olabanji (2019), who emphasized the significant influence of bureaucratic principles on workers' productivity improvement, including aspects related to decision-making processes. From the perspective of a Technician, *"Clear roles and responsibilities help us focus on our tasks efficiently. However, excessive rules and regulations can sometimes hinder our ability to innovate and adapt to challenges..."*

Furthermore, the results revealed varied perspectives on whether the division of labour, specialization, hierarchy of authority, and stipulated rules and regulations positively affect employee productivity in the Industrial City Division, Mbale City. While 32% strongly agreed and 9% agreed, indicating some support, 29% remained neutral, 20% disagreed, and 11% strongly disagreed with this proposition. This diversity of viewpoints suggests a lack of consensus on the extent of the positive impact of these bureaucratic elements on productivity. This finding echoes the observations made by Quilon (2012), who highlighted the need for organizational development efforts to align with the changing economic environment. As one Support Staff member stated, *"There's often confusion about roles and responsibilities, which affects our morale and productivity. Clearer structures could definitely help improve our work environment..."*

The findings indicated a considerable agreement among respondents regarding the need for

organizational structure adjustments in the Industrial City Division, Mbale City, to enhance employee motivation and performance. Specifically, 42% strongly agreed and 8% agreed with this proposition, while 21% remained neutral. However, 19% disagreed, and 10% strongly disagreed with the notion of necessitating changes. This alignment with the need for structural modifications corresponds to the observations made by Olabanji (2019), who emphasized the importance of organizational restructuring to improve employee productivity. One Manager even reflected, *"It's essential for maintaining a competent workforce and fostering a culture of fairness and excellence in our division....."*

The data reveals a predominant agreement among respondents regarding the effectiveness of current employment and promotion practices in the Industrial City Division, Mbale City, ensuring the recruitment and advancement of skilled and qualified workers based on merit and competence. Specifically, 38% strongly agreed, and 17% agreed with this assertion, while 22% maintained a neutral stance. However, 18% disagreed, and 5% strongly disagreed with the efficacy of these practices. This alignment with the effectiveness of employment and promotion practices resonates with the findings of Quilon's (2012) study, which emphasized the importance of merit-based approaches in organizational management.

4.4 The Impact of Rules and Regulations on the Quality of Work Produced by Employees in Industrial City Division, Mbale City.

This section is structured based on the Second study objective, which aimed to assess the Impact of rules and regulations on the quality of work produced by Employees in Industrial City Division, Mbale City.

Table 4.8: Statement on the Impact of rules and regulations on the quality of work produced by Employees in Industrial City Division, Mbale City

STATEMENT	SA		A		N		D		SD		Mean
	f	%	f	%	f	%	f	%	f	%	
The rules and regulations in the Industrial City Division, Mbale City create a conducive working environment that enhances the quality of work produced by employees.	12	8	69	47	21	14	24	16	20	14	29.2
Employees in the Industrial City Division, Mbale City feel motivated and purposeful when working in an environment where they have pride and can reach their potential.	56	38	23	16	13	9	29	20	25	17	29.2
The presence of flexible working arrangements and effective communication channels in the Industrial City Division, Mbale City contributes positively to employee performance.	61	42	26	18	31	21	13	9	15	10	29.2
The formal rules and regulations in the Industrial City Division, Mbale City adequately address employee concerns and improve their performance.	16	11	52	36	45	31	30	21	3	2	29.2
Training programs highlighting the importance of organizational rules and regulations should be conducted regularly in the Industrial City Division, Mbale City to enhance employee understanding and compliance.	85	58	33	23	12	8	10	7	6	4	29.2

Source: Primary Data 2024

From Table 4.8, According to the statement that the rules and regulations in the Industrial City Division, Mbale City create a conducive working environment that enhances the quality of work produced by employees, responses varied among respondents. While 8% strongly agreed and 47% agreed, indicating a substantial portion in support, 14% remained neutral. However, 16% disagreed, and 14% strongly disagreed with this assertion. These results suggest a mixed perception among employees regarding the impact of rules and regulations on their work environment. This indicates a need for further investigation into the specific aspects of these regulations that may be contributing to the varying viewpoints. This aligns with the findings of Lavanya, M. et. al (2014), who emphasized the importance of organizational culture, including rules and regulations, in influencing employee attitudes and the quality of work life. One Administrative staff member stated that, *"The rules and regulations here provide clarity and structure, helping us focus on our tasks. They contribute to a sense of orderliness and professionalism in our work environment."*

Responses on the statement that "employees in the Industrial City Division, Mbale City feel motivated and purposeful when working in an environment where they have pride and can reach their potential", responses varied among respondents. While 38% strongly agreed and 16% agreed, indicating some level of agreement, a notable portion, comprising 9% who were neutral, 20% who disagreed, and 17% who strongly disagreed, do not share this sentiment. During an interview, a Technician expressed that, *"I definitely feel motivated when I know my work contributes to something meaningful. But sometimes, the environment can be stifling, making it hard to reach my full potential."*

While the majority agreeing suggests a prevailing sentiment of pride and motivation among employees, the presence of disagreement and neutrality underscores the importance of addressing factors that may hinder some individuals from feeling motivated and purposeful at work. This aligns with the observations made by Bushiri, C. P. (2014), who emphasized the importance of organizational culture in influencing employee motivation and the quality of work life experienced by employees.

Considering the view that the presence of flexible working arrangements and effective communication channels in the Industrial City Division, Mbale City contributes positively to employee performance, the majority of respondents appear to support this notion. Specifically, 42% strongly agreed, and 18% agreed, indicating substantial agreement. However, a notable portion, comprising 21% who were neutral, 9% who disagreed, and 10% who strongly disagreed, expressed differing perspectives. During an interview, a Technician

remarked, "Having flexible working hours allows me to balance my personal and professional life better, which positively impacts my performance." The prevailing agreement suggests a recognition among respondents of the benefits of flexible working arrangements and effective communication channels in enhancing employee performance.

However, the presence of disagreement and neutrality underscores the need for further exploration and potential improvements in these areas. This aligns with the observations made by Bushiri, C. P. (2014), who emphasized the importance of creating a work environment where employees feel purposeful and can reach their potential, which includes factors such as effective communication and flexibility in work arrangements.

Responses to the statement that "the formal rules and regulations in the Industrial City Division, Mbale City adequately address employee concerns and improve their performance", the responses indicate a mixed perspective among respondents. While a portion agreed with this notion, with 11% strongly agreeing and 36% agreeing, a significant number remained neutral (31%). On the other hand, 21% disagreed, and only 2% strongly disagreed with the effectiveness of these rules and regulations in addressing employee concerns and enhancing performance. In an interview, a Support Staff member expressed, *"The rules and regulations are often rigid and don't consider individual circumstances, which can hinder performance rather than improve it."*

The varied responses suggest a divergence of opinions regarding the efficacy of formal rules and regulations in addressing employee concerns and performance improvement. While some respondents acknowledge their effectiveness, others perceive limitations or inadequacies in their application. This aligns with the observations made by Lavanya, M. et. al (2014), who highlighted the importance of organizational culture and formal rules in influencing employee attitudes and performance.

According to the findings on the statement that training programs highlighting the importance of organizational rules and regulations should be conducted regularly in the Industrial City Division, Mbale City to enhance employee understanding and compliance, the majority of respondents expressed agreement with this proposition. Specifically, 58% strongly agreed, and 23% agreed with the necessity of regular training programs. A smaller percentage remained neutral (8%), while only 7% disagreed, and 4% strongly disagreed with the need for such training initiatives.

An Administrative Staff member shared during an interview that, *"Regular training sessions would ensure that employees are updated on any changes in rules and regulations, helping us perform our duties more effectively."*

The significant agreement among respondents underscores the perceived importance of ongoing training programs in enhancing employee understanding and compliance with organizational rules and regulations. This aligns with the perspective advocated by Bushiri, C. P. (2014), emphasizing the role of training in creating a conducive work environment where employees understand their roles and responsibilities.

4.5 The Relationship between Formal Procedures and Employee Efficiency in Industrial City Division, Mbale City.

This section provides the results pertaining to the third objective of the study, which aimed to explore the correlation between formal procedures and employee efficiency in the Industrial City Division, Mbale City.

Table 4.9: Statement on the relationship between formal procedures and employee efficiency in the Industrial City Division, Mbale City

STATEMENT	SA		A		N		D		SD		Mean
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	
Effective organizational communication positively impacts the quality of work produced by employees in the Industrial City Division, Mbale City.	63	43	36	25	13	9	20	14	14	10	29.2
The presence of clear codes of ethics and cultural values enhances employee performance in the Industrial City Division, Mbale City.	58	40	23	16	32	22	19	13	14	10	29.2
Regular feedback on job performance from managers improves the quality of work produced by employees in the Industrial City Division, Mbale City.	45	31	39	27	21	14	17	12	24	16	29.2
The adoption of African collective values such as compassion and respect fosters a positive work culture and enhances employee productivity in the Industrial City Division, Mbale City.	37	25	49	34	9	6	25	17	26	18	29.2

Source: Primary Data 2024

From Table 4.9 above Responses on the statement that effective organizational communication positively impacts the quality of work produced by employees in the Industrial City Division, Mbale City, the majority of respondents expressed agreement with

this assertion. Specifically, 43% strongly agreed, and 25% agreed with the proposition, indicating a substantial consensus among participants. A smaller proportion remained neutral (9%), while 14% disagreed, and 10% strongly disagreed with the notion. An interview with a Technician revealed, *"Clear communication channels help us understand our tasks better and collaborate more efficiently, ultimately improving the quality of our work."* The significant agreement among respondents highlights the perceived importance of effective communication in enhancing work quality. This aligns with the perspective advocated by Ogunola, A. A., et. al. (2015), emphasizing the positive impact of communication on organizational performance and employee productivity.

Considering the statement that the presence of clear codes of ethics and cultural values enhances employee performance in the Industrial City Division, Mbale City, the majority of respondents expressed agreement with this assertion. Specifically, 40% strongly agreed, and 16% agreed with the proposition, indicating a significant level of consensus among participants. A portion of respondents remained neutral (22%), while 13% disagreed, and 10% strongly disagreed with the notion. An interview with an Administrative Staff member highlighted, *"Having clear ethical guidelines gives us a sense of direction in our work and fosters a positive work culture, which ultimately enhances our performance."*

The substantial agreement among respondents underscores the perceived importance of ethical standards and cultural values in driving employee performance. This perspective resonates with the findings of Makena, N., et. al (2023), emphasizing the influence of cultural systems on employees' attitudes and output within the organizational context.

Furthermore, the statement that regular feedback on job performance from managers improves the quality of work produced by employees in the Industrial City Division, Mbale City, the responses exhibit a diversity of perspectives. While 31% strongly agreed and 27% agreed with the assertion, indicating a significant level of support, there was also a notable proportion of respondents who expressed neutrality (14%). Additionally, 12% disagreed, and 16% strongly disagreed with the notion. In an interview, a Technician remarked, *"Feedback from managers is crucial for us to understand our strengths and areas for improvement. It helps us refine our work and strive for better outcomes."*

The varied responses suggest differing perceptions among employees regarding the effectiveness of managerial feedback in enhancing work quality. This viewpoint aligns with the findings of Ogunola, A. A., et. al. (2015) which emphasized the importance of

communication and feedback mechanisms in driving employee performance within organizational settings.

Considering the statement regarding the adoption of African collective values to foster a positive work culture and enhance employee productivity in the Industrial City Division, Mbale City, the responses exhibit diverse perspectives. While 25% strongly agreed and 34% agreed with the assertion, indicating substantial support, there was also a notable proportion of respondents who expressed neutrality (6%). Additionally, 17% disagreed, and 18% strongly disagreed with the notion. In an interview, a Casual Worker expressed, *"Embracing African values like compassion and respect can create a more supportive work environment where everyone feels valued and motivated to do their best."*

The varied responses suggest differing perceptions among employees regarding the efficacy of incorporating African collective values to improve workplace culture and productivity. This viewpoint aligns with the observations made by Makena, N., et. al (2023), which emphasized the significance of cultural systems in influencing employee attitudes and performance within corporate organizations.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter clarified the research findings, examining them in relation to existing theories and empirical evidence discussed in previous chapters. The researcher then assessed how these findings align with prior assumptions and expectations, and discussed the implications for the proposed propositions. Conclusions were drawn based on the study's findings, leading to the formulation of recommendations in line with these conclusions.

5.1 Discussion of the findings

5.1.1 The Influence of Bureaucratic Hierarchy on Employee Output in Industrial City Division, Mbale City.

The findings of the investigation shed light on various aspects related to the influence of bureaucratic hierarchy on employee output in the Industrial City Division, Mbale City. These findings are crucial for understanding the dynamics of organizational structure and its impact on employee productivity.

In comparing the results with existing theories and empirical findings, it becomes apparent that there is a divergence of opinions among respondents. While some respondents strongly believe in the significant influence of bureaucratic hierarchy on employee output, others are more neutral or even disagree with this notion. This contrasts with existing theories that suggest a more straightforward relationship between bureaucratic practices and employee productivity. For example, Munene's (2012) study highlighted negative consequences of bureaucratic practices, aligning with some respondents' views. However, other theories may suggest a more nuanced perspective, emphasizing the potential benefits of bureaucratic structures in promoting efficiency and order within organizations.

These findings also challenge prior assumptions and expectations regarding the role of bureaucratic hierarchy in organizational performance. While it might have been assumed that bureaucratic practices universally enhance employee output, the reality is more complex, with respondents expressing varied opinions on the matter. This suggests that the relationship between bureaucratic hierarchy and employee productivity is context-dependent and

influenced by factors such as organizational culture, leadership style, and individual perceptions.

Overall, the findings both support and refute the offered propositions regarding the influence of bureaucratic hierarchy on employee output. While some respondents strongly agree with these propositions, others express reservations or outright disagreement. This highlights the need for a nuanced understanding of organizational dynamics and the recognition that one-size-fits-all approaches may not be suitable in all contexts. Further research and analysis are necessary to fully unpack the complexities of bureaucratic structures and their impact on employee performance.

5.1.2 The Impact of Rules and Regulations on the Quality of Work Produced by Employees in Industrial City Division, Mbale City.

The investigation into the impact of rules and regulations on the quality of work produced by employees in the Industrial City Division, Mbale City, revealed a spectrum of perspectives among respondents. While a substantial portion of respondents agreed that rules and regulations contribute to a conducive working environment, fostering high-quality work output, others expressed reservations or neutrality. Lavanya, M. et. al (2014) underscored the significance of organizational culture, including the implementation of rules and regulations, in shaping employee attitudes and work quality, aligning with the views of some respondents.

In terms of employees' motivation and sense of purpose in the workplace, the majority acknowledged feeling motivated and purposeful. However, dissenting voices and neutral responses indicated that certain individuals may not experience the same level of motivation, highlighting potential areas for improvement. This resonates with Bushiri, C. P. (2014)'s emphasis on the role of organizational culture in influencing employee motivation and work quality, suggesting the need for interventions to address factors hindering some employees' motivation.

Concerning flexible working arrangements and effective communication channels, the majority of respondents agreed on their positive impact on employee performance. Nevertheless, differing perspectives and some dissenting views underscored the complexity of organizational dynamics and the need for nuanced approaches to optimize work environments. This is consistent with Bushiri, C. P. (2014)'s perspective on creating purposeful work environments that facilitate employee performance and well-being.

The efficacy of formal rules and regulations in addressing employee concerns and improving performance yielded mixed responses, with some acknowledging their effectiveness and others expressing doubts. This variability highlights the multifaceted nature of organizational policies and the importance of context in shaping their impact on employee behaviour and performance. Lavanya, M. et. al (2014)'s observations on the influence of organizational culture and formal rules on employee attitudes and performance provide further context for understanding these dynamics.

Lastly, the majority of respondents emphasized the importance of regular training programs highlighting organizational rules and regulations. This underscores the perceived value of ongoing learning initiatives in enhancing employee understanding and compliance with organizational policies. Bushiri, C. P. (2014)'s perspective on the role of training in creating conducive work environments aligns with these findings, emphasizing the need for continuous learning and development to support employee performance and organizational effectiveness.

In summary, the findings highlight the intricate interplay between organizational policies, employee attitudes, and work quality. Addressing the diverse perspectives uncovered in this investigation requires tailored interventions that acknowledge the complexities of organizational dynamics and prioritize the well-being and performance of employees in the Industrial City Division, Mbale City.

5.1.3 The Relationship Between Formal Procedures and Employee Efficiency in Industrial City Division, Mbale City

The investigation into the relationship between formal procedures and employee efficiency in the Industrial City Division, Mbale City, revealed diverse perspectives among respondents regarding the impact of organizational communication, ethical standards, managerial feedback, and cultural values on work quality and productivity. While some respondents expressed strong agreement with the positive influence of these factors, others remained neutral or disagreed, highlighting the complexity of organizational dynamics and employee perceptions. These findings offer insights into the multifaceted nature of workplace dynamics and underscore the importance of tailored interventions to optimize employee performance.

In terms of organizational communication, the majority of respondents recognized its positive impact on work quality, emphasizing the need for clear communication channels to enhance

task understanding and collaboration. This aligns with existing literature by Ogunola, A. A., et. al. (2015), which emphasizes the crucial role of communication in driving organizational performance and employee productivity. However, the presence of dissenting views suggests potential areas for improvement in communication strategies to address varying employee needs and preferences.

Similarly, respondents acknowledged the importance of clear codes of ethics and cultural values in fostering a positive work culture and enhancing employee performance. This resonates with findings by Makena, N., et. al (2023), highlighting the influence of cultural systems on employee attitudes and output within organizations. However, the presence of dissenting views underscores the need for ongoing efforts to reinforce ethical standards and promote cultural values that align with organizational goals.

Regarding managerial feedback, respondents exhibited varying perceptions of its effectiveness in improving work quality. While some emphasized its importance in identifying strengths and areas for improvement, others expressed skepticism about its impact. These findings corroborate existing literature by Ogunola, A. A., et. al. (2015), which underscores the significance of feedback mechanisms in driving employee performance. Nonetheless, the presence of dissenting views suggests the need for managers to adopt nuanced approaches to providing feedback that resonates with diverse employee needs and preferences.

Finally, regarding the adoption of African collective values to enhance workplace culture and productivity, respondents expressed diverse perspectives. While some recognized the potential benefits of embracing these values, others remained skeptical or disagreed with their efficacy. These findings echo observations by Makena, N., et. al (2023), emphasizing the influence of cultural systems on employee attitudes and performance. However, the presence of dissenting views highlights the need for organizations to foster inclusive cultures that accommodate diverse value systems and promote a sense of belonging among all employees.

In summary, the findings underscore the importance of recognizing and addressing the diverse perspectives of employees regarding organizational policies and practices. By acknowledging and accommodating these differences, organizations can create inclusive work environments that optimize employee performance and contribute to overall organizational success.

5.2 Conclusions

The investigation into the influence of bureaucratic hierarchy on employee output in Industrial City Division, Mbale City, reveals nuanced insights into organizational dynamics and productivity. While some respondents strongly affirm the significant impact of bureaucratic hierarchy, others express varying degrees of neutrality or disagreement. This challenges prior assumptions and suggests a context-dependent relationship influenced by organizational culture and individual perceptions. The findings both support and refute existing propositions, highlighting the need for tailored approaches to optimize employee productivity. Further research is warranted to explore the complexities of bureaucratic structures and their implications for organizational performance in diverse contexts.

The investigation into the impact of rules and regulations on employee performance in Industrial City Division, Mbale City, underscores the complexity of organizational dynamics. While some perceive rules positively shaping work environments and performance, others express reservations. These findings, aligned with Lavanya, M. et. al (2014) and Bushiri, C. P. (2014)'s insights on organizational culture and employee motivation, highlight the need for tailored interventions. Addressing diverse perspectives through nuanced approaches to policies and training initiatives can optimize work environments and support employee well-being and performance in Industrial City Division, Mbale City.

The investigation into the relationship between formal procedures and employee efficiency in Industrial City Division, Mbale City, revealed a spectrum of perspectives among respondents regarding various factors impacting work quality and productivity. While some expressed strong agreement with the positive influence of organizational communication, ethical standards, managerial feedback, and cultural values, others remained neutral or disagreed. These findings highlight the complexity of organizational dynamics and underscore the need for tailored interventions to optimize employee performance. Recognizing and accommodating diverse perspectives can foster inclusive work environments that enhance employee efficiency and contribute to overall organizational success.

5.3 Recommendations

Based on the study's objectives and findings, the researcher suggests that:

Organizations in Industrial City Division, Mbale City should adopt tailored approaches to optimize employee productivity, considering the nuanced insights revealed regarding the influence of bureaucratic hierarchy. This may involve initiatives to address varying

perceptions and attitudes towards hierarchical structures, ensuring alignment with organizational culture and individual preferences.

To address the complexity of organizational dynamics surrounding rules and regulations, it is recommended that Industrial City Division, Mbale City implement tailored policy and training initiatives. These should focus on addressing employee reservations and promoting a positive perception of rules, emphasizing their role in shaping work environments and supporting employee well-being.

Organizations in Industrial City Division, Mbale City should prioritize the creation of inclusive work environments that accommodate diverse perspectives on formal procedures and their impact on employee efficiency. This involves recognizing and accommodating differing viewpoints, fostering open communication channels, and promoting cultural values that enhance employee motivation and performance.

5.4 Suggestions for Further Research

Future research could incorporate objective measures of organizational performance to complement subjective perceptions.

Future research could explore similar phenomena in different industries or geographical locations to enhance the external validity of findings.

Moreover, longitudinal studies could provide insights into the evolution of organizational dynamics over time, offering valuable insights for organizational development initiatives.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR ADMINISTRATIVE STAFF AND MANAGERS

Dear Respondent,

I am a student enrolled at Uganda Christian University, Mbale University College, pursuing a Bachelor's degree in Public Administration and Management. This questionnaire aims to gather data on the role of Bureaucracy in Promoting Employee Productivity within the Industrial City Division, Mbale City. You have been selected as a participant, and I kindly ask you to complete the questionnaire provided in each section. Please respond to the questions truthfully, as your information will be kept confidential and utilized solely for academic purposes.

Thank you for your participation.

Yours,

WANYENZE ANNITAH
S18/MUC/BPAM/361

SECTION A: DEMOGRAPHIC INFORMATION

Instruction: For each of the items in this section, kindly tick (✓) in the box that represents the right option and where necessary, specify accordingly.

- 1. Sex: Male Female
- 2. Age: 18-30 31-40 years 41-50 years 51 and above
- 3. Level of education:
O"level A"level Certificate Diploma Degree
Other (please specify)
.....
- 4. Position held at your workplace?
- 5. For how long have you been working in that position?
1-3 years 4-6 years 6-9 years 9 and above years

SECTION B: The Influence of Bureaucratic Hierarchy on Employee Output in Industrial City Division, Mbale City

Please tick on the rating scale whether you “Strongly Agree” (1), “Agree” (2), Neutral (3), “Disagree” (4) or “Strongly Disagree” (5) with each of the statements below.

	STATEMENT	1	2	3	4	5
1.	Bureaucratic hierarchy significantly influences employee output in the Industrial City Division, Mbale City.					
2.	Employees in the Industrial City Division, Mbale City feel marginalized or excluded from decision-making processes due to bureaucratic practices.					
3.	The division of labour and specialization, hierarchy of authority, and stipulated rules and regulations positively impact employee productivity in the Industrial City Division, Mbale City.					
4.	The organizational structure in the Industrial City Division, Mbale City needs changes to enhance employee motivation and performance.					
5.	The current employment and promotion practices in the Industrial City Division, Mbale City effectively ensure that skilled and qualified workers are hired and promoted based on merit and competence.					

SECTION C: The Impact of Rules and Regulations on the Quality of Work Produced by Employees in Industrial City Division, Mbale City.

Please tick on the rating scale whether you “Strongly Agree” (1), “Agree” (2), Neutral (3), “Disagree” (4) or “Strongly Disagree” (5) with each of the statements below.

	STATEMENT	1	2	3	4	5
1.	The rules and regulations in the Industrial City Division, Mbale City create a conducive working environment that enhances the quality of work produced by employees.					
2.	Employees in the Industrial City Division, Mbale City feel motivated and purposeful when working in an environment where they have pride and can reach their potential.					
3.	The presence of flexible working arrangements and effective communication channels in the Industrial City Division, Mbale City contributes positively to employee performance.					
4.	The formal rules and regulations in the Industrial City Division, Mbale City adequately address employee concerns and improve their performance.					
5.	Training programs highlighting the importance of organizational rules and regulations should be conducted regularly in the Industrial City Division, Mbale City to enhance employee understanding and compliance.					

SECTION D: The Relationship between Formal Procedures and Employee Efficiency in Industrial City Division, Mbale City.

Please tick on the rating scale whether you “Strongly Agree” (1), “Agree” (2), Neutral (3), “Disagree” (4) or “Strongly Disagree” (5) with each of the statements below.

	STATEMENT	1	2	3	4	5
1.	Effective organizational communication positively impacts the quality of work produced by employees in the Industrial City Division, Mbale City.					
2.	The presence of clear codes of ethics and cultural values enhances employee performance in the Industrial City Division, Mbale City.					
3.	Regular feedback on job performance from managers improves the quality of work produced by employees in the Industrial City Division, Mbale City.					
4.	The adoption of African collective values such as compassion and respect fosters a positive work culture and enhances employee productivity in the Industrial City Division, Mbale City.					

**APPENDIX II: INTERVIEW GUIDE FOR CASUAL WORKERS, TECHNICIANS
AND SUPPORT STAFF**

1. How do you perceive the influence of bureaucratic hierarchy on your output and performance within the Industrial City Division?
2. Do you feel involved or excluded from decision-making processes due to bureaucratic practices within the Division?
3. In your opinion, how do factors like the division of labour, hierarchy of authority, and rules and regulations affect your productivity and performance?
4. What changes, if any, do you believe are necessary in the organizational structure to enhance motivation and performance among employees?
5. From your experience, do you think the current practices ensure that skilled and qualified workers are hired and promoted based on merit and competence?
6. How do the rules and regulations in the division contribute to creating a conducive working environment that affects the quality of work produced?
7. Do you feel motivated and purposeful when working in an environment where you have pride and can reach your potential?
8. How do you perceive the effectiveness of communication channels and feedback mechanisms within the division in improving your performance and work quality?

Thank you so much for participating in this study

END



Office of the Academic Registrar

To DIVISION TOWN CLERK
INDUSTRIAL CITY DIVISION

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss WANYENZE ANNITAH
Of Registration Number; SIS/muc/BPAM/361 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree IN PUBLIC ADMINISTRATION (BPAM)

He/ she is required to carry out an academic research on the topic

THE ROLE OF BUREAUCRACY IN PROMOTING EMPLOYEE
PRODUCTIVITY IN INDUSTRIAL CITY DIVISION, MBALE CITY

and thereafter produce a well bound hard cover research report (**MAROON**) in color for undergraduate and three (**BLACK**) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,

Mr. Akampurira Timothy
Academic Registrar



Permit to proceed