

**ROLE OF BUREAUCRACY IN PROMOTING PRODUCTIVITY LOCAL GOVERNMENTS: A
CASE STUDY OF AMINIT SUBCOUNTY IN BUKEDEA DISTRICT**

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**UGANDA CHRISTIAN
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DECLARATION

I MALINGA STEPHEN declare that the content of this research report is my original work and to the best of my knowledge this work has never been submitted anywhere for any award. It is done through my own efforts.

Signature:

Date:

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WS21/MUC/BPAM/008

APPROVAL

I certify that this is original work done by MALINGA STEPHEN has been under my supervision and is now ready for submission to the faculty of Social sciences of Uganda Christian University.

Signature:

Date:.....

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(University Supervisor)

DEDICATION

This research is dedicated to my parents, who have generously supported my academic pursuits. Their unwavering encouragement and financial assistance have been invaluable throughout my educational journey. I am also grateful to my family members for their ongoing support and belief in my abilities.

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LIST OF ACRONYMNS

IV	Independent Variable
DV	Dependent Variable
MCC	Aminit Sub-County
NGO	Non-Governmental Organization

ABSTRACT

The study aimed to investigate the role of bureaucracy in promoting productivity in local government, focusing on Ainit Sub-County Subcounty in Bukedea District. Specifically, it sought to examine how bureaucratic structures, initiatives, and challenges affect employee productivity and public services.

Utilizing a cross-sectional survey approach, the research collected data from 36 respondents out of a population of 40. This method was chosen for its efficiency and cost-effectiveness in gathering data. The findings of the study revealed significant insights into the relationship between bureaucratic structures and employee productivity. Additionally, it shed light on the impact of bureaucratic initiatives on public services and the challenges faced in this context.

The study concluded that effective bureaucratic structures and initiatives are crucial for promoting productivity in local government. Addressing bureaucratic challenges is essential for enhancing employee productivity and delivering efficient public services. These findings underscore the importance of strategic management of bureaucracy in local government settings.

CHAPTER ONE

1.0 Introduction.

This chapter presents a background to the study, conceptual background, theoretical perspective, contextual perspective, content, and statement of the problem, purpose of the study, objectives, and Research questions, scope of the study, significance of the study, conceptual framework.

1.1 Background of the study

1.1.1 Historical back ground

The term bureaucracy is often heard and used in connection with the conduct of public affairs and the activities of public officials in particular (Justice, Okereke, & Ogbonna-Nwaogu, 2009). The real burden of government which is about running the administration fall on the shoulders of the bureaucracy which is responsible for the administration of a country.

In global, the system of bureaucracy is as old as ancient civilization. It existed in the ancient period in Rome, China, India and several other countries. Their duties were fixed in the statecraft (the art or skill of conducting government affairs) of those periods. Some account of the development is available throughout the pages of history. However, their duties were limited to spheres of taxation, collection of taxes, maintaining records, gathering data for the information of the king, conveying the orders of the kings to the public, maintaining accounts, controlling the treasury and managing the affairs of the palace (Johnston, 2011). But with the systematic development of state craft during the middle ages and the development of the activities of the modern states, the function of civil servants were highly enlarged.

Public services account for a substantial share of all economic activity; in social sectors such as health, water and education, government provided services are often especially important. Effective public employee productivity also matters from a microeconomic perspective: program evaluations of micro-scale interventions are often partly motivated by the assumption that successful interventions can be faithfully scaled-up by governments (Deolalikar, 2013). Despite the importance of government effectiveness for citizen welfare, the literature on public administration is almost devoid of concrete evidence linking practices in civil service organizations to public goods outcomes.

Public services differ substantially from private-sector services in a number of ways, the difference comes from the funded source where the public services are defined as those services which are mainly, or completely, funded by taxation and the private sector servicers are funded

by the money of customers. According to that public services would include the following areas of public management: The health authorities, education, defense, justice/home affairs and noncommercial organizations (Humphreys, 1998).

Alornyenku (2011) indicates that a client in private-part business condition will proceed to buy and expend a given item or administration relying upon the level of fulfillment got from such an item and reasonableness as far as cost. In this manner, guaranteeing that high caliber in items or administrations upkeep is a basic factor for the survival and development of both open and private segment associations.

Alornyenku (2011) contends that associations everywhere throughout the world are looked with the difficulties of consumer loyalty and maintenance, which require the use of arrangement of administration standards keeping in mind the end goal to stay in business and this has seen the requirement for quality administration conveyance that have been valued by organizations in the private area. Be that as it may, their partners in people in general segment are not bothered by the nature of administrations conveyed and have for a very long time, stayed unaltered, most likely because of the way that, open area associations don't ordinarily confront the danger of rivalry by rivals giving comparative administrations. This mentality gives administration a terrible name, as confirm by poor administrations offered by a considerable lot of these open organizations.

Max Weber (2015) alludes to organization as the perfect and normal sort of organization helpful for accomplishment of positive outcomes. He anyway takes note of the dysfunctions of organization because of over the top use of its controlling standards by office holders. In fact unnecessary administration adversely impacts on social and monetary advancement particularly in poor nations. Merton (1957) notices that unreasonable administration makes open associations more ligament and self-serving, less ready to accomplish their center missions, and less receptive to benefit clients are; nepotism. It is portrayed by red-tapeism, dread of development, poor client administration, and duplication of working techniques, strict adherence to methods, feeble administration practices and low spirit.

1.1.2 Theoretical perspective

This study was guided by Open Systems Theory advanced by Bertalanffy (1956). Open Systems include those that interrelate with the surrounding on which they depend to acquire indispensable inputs and for the release of their system products (Cole & Kelly, 2015). This theory asserts that

organizations are like the human body which is made up of different organs like the heart, liver and alimentary canal or other parts that must be considered as a whole if the body is to function efficiently. The malfunction of any of these parts of the body may lead to the death of the human being because all these parts are related. The theory assumes that organizations that are able to process information about own specific environment show that they can adapt and change in response to that environment (Buchanan, 2013). The major characteristics of Open Systems Theory include; getting inputs from their surroundings, translating these inputs into products and releasing their products into the surrounding. The major criticism of “Systems Theory” is that production fails or deliveries may be poor in case one part of the system breaks. In line with this theory, the three dimensions of independent variable of the study postulate the inputs and process wherewith intergovernmental transfers and revenue mobilization stand as inputs while expenditure assignments are the processes within the system. In a fiscal political system of decentralization, expenditure discipline is envisaged that determines the productivity of the local units through the conversion and utilization of the funds and other resources geared to their consumption to bring about customer satisfaction, effective and efficient services delivery. The budget constraints whose multiplicities justify the sources of funds depend on the fiscal institutions within the political structure whose absence would depict inefficiencies at local government level (Chikere & Nwoka, 2015).

1.1.3 Conceptual background

The key two main concepts studied were “bureaucracy” and “organizational productivity”. Bureaucracy is defined as the degree of independence to make decisions regarding the provision of public services at different government levels (Oates, 1972). It entails extending budgetary authority to local government levels in bid to empower them in making spending and taxing decisions on behalf of the units. The reform therefore poses to give fiscal powers to any unit of governmental below the central government such as districts, sub counties, municipal councils and provinces (Boex & Yilmaz, 2010). As such, it acts as a public finance element of intergovernmental affairs. Bureaucracy also involves extending legitimate authority to sub-national units over finances geared and advanced to them from central government to make fiscal decisions regarding the provision of essential public services to the citizens (Bjedov & Madies, 2010).

“Organizational productivity” is defined as the extent to which organizations taken as a social system satisfy their aims (Georgopoulos & Tannenbaum, 1957). According to Case (2009) organizational productivity takes into consideration the actual results or outputs of a particular organization as measured against the planned results or outputs, objectives and goals. It thus refers to the extent of achievement of planned objectives and goals by an organization (Armstrong, 2006). It therefore relies on attributes dependent on the current environment in the organization. The precepts of improving productivity evidently encompass the levels of efficiency and effectiveness of local government units in terms of utilization of funds transferred and accrued to them for service delivery to the citizens.

1.1.4 Contextual Background

The study was conducted at Aminiti Subcounty in Bukedea district. Bukedea District is bordered by Kumi District to the west and north, Bulambuli District to the east, Sironko District and Aminiti Sub County to the south-east, and Pallisa District to the south. The district headquarters at Bukedea are approximately 79 kilometres (49 mi), by road, south-east of Soroti, the largest city in the Teso sub-region.

It became an operational local government on 1st July 2006. The district has been under bureaucracy through which central government transfers grants for its development and service delivery (UBOS, 2014). The district has been operating with a fluctuating trend of transfers which has led to poor public services being delivered at community level. The district has been dragging with several challenges as identified in the reports of the Auditor General including though not limited to low staffing levels, insufficient resources, poor road network, lack of transport facilities, high infrastructure maintenance costs (Auditor General Report-Aminiti Sub County, 2016/17). Due to the prevailing trends in the disbursement of government funds to the local government, the district has been unable to accomplish its goals. More so, the lack of accountability for some activities undertaken has created a gap in the district productivity in the project being undertaken at both district and community level. Although bureaucracy was aimed at streamlining service delivery at local government level, it has not yet yielded sufficiently to the satisfaction of beneficiaries due to the limited revenue sources in the district from which less can be collected to support district project activities (Tagobya, 2015).

The inadequate resources transferred to the district in the budget are frequently fluctuated due to undefined reasons for example in the FY 2014/15, the district budgeted for UGX 16,927,191,000 but only received 45% (UGX 7,635,358,000); FY2015/16 23.4% of the budget was disbursed and lastly FY2016/17 the district received only 26% of the approved budget. It was revealed that delays in the prequalification processes the district engages in for its service providers led to loss of funds whereby previous providers leveraged to collect business license fees which were not reported to the district coffers (Auditor General Report-Aminiti Sub County, 2015/16). Due to such delays, the district lost local revenue in which negotiations undertaken with the service providers were not finalized to give a distinct stand of the reserve prices. As such, revenue utilization was immensely affected due to the low input from local sources. With regard to donor funding, Aminiti Sub County local government did not receive adequate funds to run through the financial years as obligated by the approved budgets. The diverse challenges faced in the various departments such as human resource, financial management, audit, planning and resource allocation justified the irregular allocation of government funds to cover the devolved responsibilities at local government level. Thus, customer satisfaction has been affected with the manifestation of public negative sentiments against service provision by the district authorities. The ill-functioning decentralized system by the central government has caused insignificant service delivery at Aminiti Sub County Local Government. Conditional transfers are the most dominantly effected grants by the central government which have never exceeded the threshold i.e. 75% of the approved budget throughout the scope of this study (Auditor General Report-Aminiti Sub County, 2016/17).

1.2 Statement of the Problem

Developing countries across the world including Uganda have adopted bureaucracy with the argument that it increases economic efficiency. This is expected to be so because sub-national governments are believed to be better positioned than central governments to efficiently and effectively provide public services as a result of their closeness and informational advantage (Oates, 1999 & Kiwanuka, 2012). In Uganda, the policy of bureaucracy was introduced in 1993 with the aim of transferring financial and planning powers to sub-national governments in order to improve service delivery in the five main priority areas. These included primary health care, extension of agricultural services, water and sanitation, primary education and feeder roads (Nsibambi, 1998). Indeed, bureaucracy has facilitated local governments of Uganda including

Aminiti Sub County local government with powers to carry out resource mobilization and expenditure in line with local priorities in order to efficiently and effectively deliver public services. Despite the above commitment to bureaucracy, the reality of the productivity of Aminiti Sub County as an organization in terms delivery of public services is still appalling. Since 2014, the priority areas that bureaucracy was introduced to improve are poorly delivered (Seebe, 2016 & BFP, 2016/2017). The revenues generated from local sources have never been sufficient for adequate utilization in the district project activities. This has affected the effectiveness and efficiency of district productivity in education, health, infrastructural development and planning. Failure by the government to address capacity gaps in the financial management has challenged district productivity. For example, Bukedea Health Centre iii a government facility does not have an ambulance which has heavily affected health service delivery in the district (Seebe, 2016). Despite the provision of funds from other sources like donors, the district productivity has lagged due to the insufficiency geared to promote development in Aminiti Sub County (Seebe, 2016 & BFP, 2016/2017). In the FY2015/16, the approved district budget stood at 26% below the threshold which affected timely execution of local government activities and programs. If the effect of bureaucracy on the productivity of Aminiti Sub County local government is not investigated in terms of yielding customer satisfaction, effectiveness and efficiency; and cause of disruptions curbed the district risks to suffer further poor service delivery. To fill this huge knowledge gap, this study therefore aimed at establishing the role of bureaucracy on the productivity of Aminiti Sub County local government.

1.3 Purpose of the study

The purpose of the study was to examine the relationship between role of bureaucracy and employee productivity in local Governments.

1.4 Specific objectives

- i. To determine how bureaucratic structures affect employee productivity in Aminiti Sub County.
- ii. To examine how bureaucratic initiatives by Aminiti Sub County affect public services.
- iii. To identify how bureaucratic challenges affect public employee productivity in Aminiti Sub County

1.5 Research questions

- i. How do bureaucratic structures affect employee productivity in Aminiti Sub County?
- ii. How do bureaucratic initiatives by Aminiti Sub County affect public services?
- iii. How do bureaucratic challenges affect public employee productivity in Aminiti Sub County?

1.6 Scope of the study

The focused on content scope, time scope and geographical scope

1.6.1 Content scope

The study was basically focused on Bureaucratic Initiatives , Bureaucratic Challenges , Bureaucratic structure .

1.6.2 Time scope

The study was based on a 6 year time frame (2014-2020). This is because this is the period when City Aminiti Sub-County has been marred by leadership challenges, including allegations of abuse of office, lack of transparency, mismanagement of funds.

1.6.3 Geographical scope

The study was conducted at Aminiti Subcounty in Bukedea district. Bukedea District is bordered by Kumi District to the west and north, Bulambuli District to the east, Sironko District and Aminiti Sub County to the south-east, and Pallisa District to the south. The district headquarters at Bukedea are approximately 79 kilometres (49 mi), by road, south-east of Soroti, the largest city in the Teso sub-region

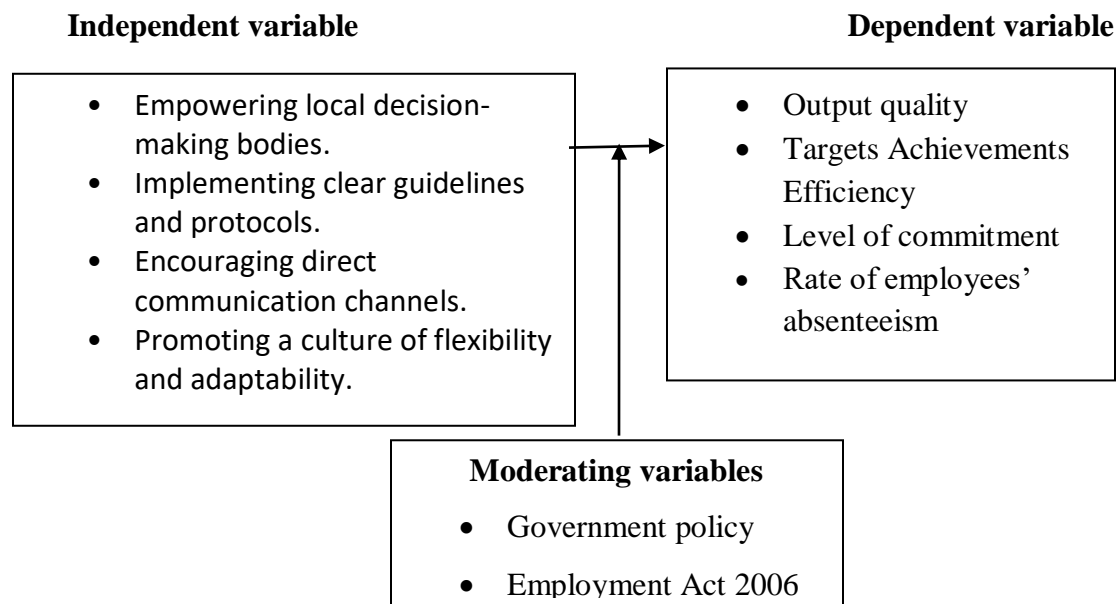
1.7 Significance of the study

This research work is of paramount importance to various categories of users. These users include:

The study would allow comparison of public service efficiency in Aminiti Sub County compared to other published studies to allow generalization. The research study aimed at determining bureaucratic inclination that holds back quality delivery of service to the citizen who make up the client base in the county. It is time organizations and key to mention county administrations, to reduce and match bureaucratic inclinations to become focused on the consumer and be market-centered in the delivery of public service.

This research intends to give emphasis that beneficiaries of public service are entitled to demand quality service from the county and from the bureaucrats. Therefore services should not be delayed nor should corrupt practices not be allowed. The study further seeks to review bureaucratic challenges in delivery of public service within public entities because the resultant barriers make such organizations not competitive. Finally this study will give providers of public service recommendations on how to improve and make their services competitive.

1.8 Figure 1 conceptual frame work



Source: Researcher’s conceptualization (2024)

Source: Adopted from (Aubrey, Daniels, James & Daniels, 2021)) modified by the researcher 2024

The above conceptual framework illustrates the Source: Adopted from the Levingers theory (1999) and modified by the researcher (2023).

Figure 1 a conceptual framework for the relationship between role of bureaucracy and employee productivity. In the conceptual framework depicted in figure 1, role of bureaucracy was hypothesized to influence employee productivity. Role of bureaucracy was defined as Bureaucratic structure, Bureaucratic Initiatives and Bureaucratic Challenges well as employee productivity was hypothesized into; Quality of output, Efficiency, Effectiveness, Employee commitment, Quality of Service, Community Project ownership and Effective Completion of Projects and in addition, moderating variable was; Leadership style and Government polices

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deals with the review of other researcher's literature or ideas which are similar or closely related to the topic of the study; this was conducted in relation to the specific objectives and research questions of the study.

This study was underpinned by Thomas Peters and Robert Waterman, (2006) theory of organizational excellence. Thomas Peter and Robert Waterman, (2006) state that Bureaucracy is closely tied to the success of an organization and thus integrates both the theory and practice. Many management theorists believed that adding parts of an organization would equal a whole organization, but Waterman and Peters knew a workplace needed interaction and synthesis to be successful and not just mere addition (Lunenburg, 2011). Since management theories have a huge impact on how managers manage, Waterman and Peters sought to integrate management theories and practice with human beings and organizations (Gardner, 2011).

Peters and Waterman knew that common management theories played an important role in how anxious or afraid people were in their workplace (Lunenburg, 2011). Therefore, they developed a self-analysis tool for corporations to assess their standing, which often decreased fear and anxiety because corporations were in much better shape than originally thought (Denison, 1990). Peters and Waterman identified several attributes that characterize a well performing organization; a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value-driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties(Lunenburg, 2011).Additionally, Agwu (2014) asserted that, Bureaucracy provides a powerful mechanism for controlling behavior by influencing how the employees view the world around them which could greatly influence their performance at their work places.

Denison, (1990) agrees that organizations do not exist in a vacuum but in a specific culture or socio cultural environment that influence the way their employees think, feel and behave. He

affirms that corporate culture is a very powerful force that influences an employee's work life since it is the one that holds the organization together. Therefore, managers and employees are governed, directed and tempered by the organization's corporate culture which greatly influence their performance magnitude at their workplace (Ritchie, 2022).

2.1 Effect of Bureaucratic Initiatives and Public Employee productivity

Hellriegel (2014), states that values are stable basic views and ideas about specific aspects of life, which are significant to individuals. They make up the core of Bureaucracy (Van Stuyvesant and Meijen, 2015). They cannot be questioned and can be taken for granted because people normally do not know them. People join organizations, exposed to them and are expected to adhere to them (Schein, 2010). There is special interest in the aspect of organizational 'culture' and its linkage with staff sense of 'commitment' to the organization. Writers in the Human Resource area speak progressively on the need to ensure performance by nurturing 'affective commitment,' or, simply put, an employee's desire to remain a member of a particular organization for motives beyond compensation or obligation (Dixon & Chung, 2014). The culture of commitment is not just a sum of corporate values.

Culture is related to overall company values, that is; not specific programs but how they fall into the organization's operations, it interacts with staff on values, and their understand of their own role in an organization and the value attached to employees' effort. Work culture relies on how one understands and feels hold together, it is hard to state what makes up an organization's cultural values.

Mann (2015), in his book on work place culture states that commitment-oriented corporate values depend on a number of objectives and subjective elements. He states that, commitments and cultures see staff as partners, recognize human needs of all staff, invest in individuals as a primary source of competitive advantage, suggest clear corporate mission, vision, strategy, goals, and objectives, pledge to long-term approach and individuals required to conduct it, compensate systems and managing styles to support the mission and approach, concentrate on managing the performance contract, not controlling the people, put a premium on staff participation in new ideas and innovation, concentrate on results, not on who acquires credit. In bridging the gap, values were looked at separately from the earlier study.

Similarly, Astin, (2013) confirms a strong link between corporate values and corporate attitude; these values are built on: skills development opportunities, systems which allow people to realize

their effort, and systems which encourage greater involvement in making decisions. But, literature supports the idea of individuals staying with their organizations if commitment culture is strong. Above this, people are likely to stay if they perceive the set Bureaucratic Initiatives are good “fit”.

Several professionals in the HR literature stress the necessity of good cultural values. Yet it is clear that taking a strategic attitude to HRM can require substantial resources, and can attest to be too resource-intensive for smaller businesses, specifically those which are too small to have a department dedicated to HRM, or even too small to have an executive exclusively devoted to HR Questions (Amooti, 2009). The study by Amooti, (2009) was purely a desk research which brings variations with the current study which basically adopted both primary and secondary data collection methods.

This aspect of corporate values has drawn attention to the long-neglected, “soft side” of company life. Culture is treated as an object of management action. Nzama, (2015) the contemporary student of Bureaucracy often takes the organization not as a natural solution to deep and universal forces but rather as a rational instrument designed by top management to shape the behavior of the employees in purposive ways. However, cultural values have not attracted the attention it deserves. Instead, emphasis has been placed primarily on the cultural and symbolic aspects that are relevant in an instrumental/pragmatic context (Umikeer, 2022).

Additionally, research on company values and symbolism is dominated by a pre-occupation with inadequate set of connotations, symbols, values, and ideas thought to be manageable and directed to effectiveness and employee performance in organizations. It is comprehensible, but there are two main dilemmas in this emphasis. First most aspects on company culture are ignored. It seems strange that the (major part of the) literature should generally disregard such values as bureaucratic ‘meritocratic’ hierarchy, unequal distribution of privileges and Bureaucratic structure ,a mixture of individualism and conformity, male domination, emphasis on money, economic growth, consumerism, advanced technology, exploitation of nature, and the equation of economic criteria with rationality (Van-Stuyvesant, 2020). Instrumental reason dominates; quantifiable values and the optimization of means for the attainment of pre-given ends define rationality (Stohn, 2021). The literature above does not create a linkage between Bureaucratic Initiatives and employee performance which was the center of focus in the current study.

A study by Zhang and colleagues (2016) found that participation in Bureaucratic Initiatives has a positive effect on job satisfaction and organizational commitment. The researchers found that a participative Bureaucratic Initiatives approach, in which employees are involved in the Bureaucratic Initiatives process, leads to greater job satisfaction and commitment among employees. Vandenberghe et al. (2005) found that employees who have higher levels of autonomy in Bureaucratic Initiatives have higher levels of affective and normative employee performances.

Ye and colleagues (2018) found that when employees perceive that their opinions are valued and taken into consideration during Bureaucratic Initiatives, they report higher levels of job satisfaction and organizational commitment. The study also found that employees who perceive their managers as fair and trustworthy in Bureaucratic Initiatives are more committed to their jobs. In contrast, research has also shown that a lack of involvement in Bureaucratic Initiatives can lead to lower job satisfaction and commitment. A study by Wang and colleagues (2019) found that when employees perceive that they have little influence on Bureaucratic Initiatives, they report lower levels of job satisfaction and organizational commitment.

One study conducted by Liden et al. (2017) found that employees who were given more autonomy in their Bureaucratic Initiatives processes were more committed to their jobs. The study indicated that having an active voice in Bureaucratic Initiatives processes enhances employees' sense of importance and value, leading to an increased sense of attachment to their jobs. Another similar study by Kanter (2015) found that employees who had higher levels of control and involvement in Bureaucratic Initiatives had higher levels of job satisfaction and were more committed to their jobs. On the other hand, the negative effects of limited Bureaucratic Initiatives opportunities on employee performance and job satisfaction have also been documented (Mishra & Spreitzer, 2016). Employees who feel excluded from Bureaucratic Initiatives processes tend to feel undervalued and powerless, which can result in a decrease in their motivation and employee performance.

A study conducted by Hakanen et al. (2018) found that certain personality traits, such as emotional stability and openness to experience, are positively associated with employees' employee performance. These personality traits can enhance an employee's ability to cope with work-related stress and uncertainties, which can lead to better Bureaucratic Initiatives and higher

employee performance levels. Several empirical studies have explored the effects of Bureaucratic Initiatives and Public Employee productivity, which demonstrate mixed findings. For instance, research by Fornell and Lindh (2015) found that employees who participated in Bureaucratic Initiatives had higher job satisfaction and commitment than those who did not. Similarly, a study by Liang et al. (2012) revealed that employees who were involved in Bureaucratic Initiatives related to their job tasks exhibited higher employee performance and satisfaction than those who were not involved.

A study by Wang et al. (2015) found that excessive participation in Bureaucratic Initiatives can lead to job burnout and decreased employee performance. Similarly, research by Bolden et al. (2012) revealed that employees who were forced to participate in Bureaucratic Initiatives processes without proper training or support experienced lower employee performance. Additionally, the effectiveness of Bureaucratic Initiatives processes in enhancing employee performance depends on factors such as the level of participation, the quality of Bureaucratic Initiatives, and the type of decisions involved. A study by Khurshid et al. (2017) found that employees' participation in Bureaucratic Initiatives about organizational policies and strategies positively influenced their employee performance, while participation in operational decisions had no significant effect.

Yeung and Berman (2018) found that employees who had more autonomy in Bureaucratic Initiatives had higher levels of employee performance and job satisfaction. They suggested that Bureaucratic Initiatives participation leads to a sense of control and ownership in the work, which enhances the employee's commitment to the job. Another study by Oh and Lim (2017) found that Bureaucratic Initiatives styles also play a role in employee performance. They found that employees who used a consultative Bureaucratic Initiatives style (involving others in the Bureaucratic Initiatives process) had higher levels of employee performance compared to those who used an autocratic Bureaucratic Initiatives style (making decisions alone). The authors suggested that allowing others to have a say in decisions fosters a sense of teamwork and collaboration, leading to higher levels of commitment.

Kim and Lee (2017) found that excessive Bureaucratic Initiatives and Bureaucratic Initiatives overload can have negative effects on employee performance. They found that when employees are overloaded with Bureaucratic Initiatives tasks, they experience cognitive fatigue and job

stress, leading to lower levels of employee performance. The authors suggested that organizations need to consider the workload of Bureaucratic Initiatives tasks to avoid detrimental effects on employee commitment. A study conducted by Kravitz and Martin (2019) suggested that employees who have a say in Bureaucratic Initiatives tend to experience a higher level of job satisfaction and commitment. This is because the involvement in Bureaucratic Initiatives increases their sense of control over their work environment, making them invested in the outcome. Additionally, employees who are involved in the Bureaucratic Initiatives process feel that their opinions and ideas are valued, which can foster a greater sense of commitment to their organization.

Cohen and Bailey (2016) found that Bureaucratic Initiatives involvement was only related to employee performance in organizations that had a participative culture. In other words, if employees' involvement in Bureaucratic Initiatives was not supported by the organization's culture or management, it did not lead to an increase in employee performance. On the other hand, a lack of Bureaucratic Initiatives involvement can lead to decreased employee performance. Researchers have suggested that when employees feel that they have little input into Bureaucratic Initiatives, they may feel undervalued, leading to decreased job satisfaction and commitment (Brockner et al., 2018). Finally, the quality of Bureaucratic Initiatives can also influence employee performance. When employees perceive that organizational decisions are made fairly and based on objective criteria, they may be more likely to remain committed to their job and employer (Kaplan et al., 2010).

According to some Bartol, (2018), Bureaucratic Initiatives autonomy is a crucial factor in employee performance. Higher levels of Bureaucratic Initiatives authority are linked to higher levels of job satisfaction and engagement, especially when employees feel that their decisions are valued and implemented. This can lead to a stronger sense of purpose and identification with the organization, resulting in increased commitment and reduced turnover rates. Additionally, the quality of Bureaucratic Initiatives processes is found to be crucial in influencing employee performance. Studies show that participative Bureaucratic Initiatives practices lead to higher levels of commitment as they promote a sense of involvement and ownership among employees, providing them with an opportunity to contribute their opinions and suggestions.

In summary, research suggests that involving employees in Bureaucratic Initiatives can lead to increased employee performance, but only if it aligns with the organization's culture and management practices. A lack of involvement or poor Bureaucratic Initiatives can have the opposite effect, decreasing employee performance and satisfaction. Organizational leadership must consider the impact of Bureaucratic Initiatives processes on employee commitment carefully. Overall, the literature suggests that Bureaucratic Initiatives autonomy and styles can influence employee performance positively, while excessive Bureaucratic Initiatives can have negative effects. It is essential for organizations to consider employee involvement and workload to maintain high levels of employee performance.

2.2 Effect of Bureaucratic structure and Public Employee productivity

Hellriegel (2014), states that values are stable basic views and ideas about specific aspects of life, which are significant to individuals. They make up the core of Bureaucracy (Van Stuyvesant and Meijen, 2015). They cannot be questioned and can be taken for granted because people normally do not know them. People join organizations, exposed to them and are expected to adhere to them (Schein, 2010). There is special interest in the aspect of organizational 'culture' and its linkage with staff sense of 'commitment' to the organization. Writers in the Human Resource area speak progressively on the need to ensure performance by nurturing 'affective commitment,' or, simply put, an employee's desire to remain a member of a particular organization for motives beyond compensation or obligation (Dixon & Chung, 2014). The culture of commitment is not just a sum of corporate values.

Culture is related to overall company values, that is; not specific programs but how they fall into the organization's operations, it interacts with staff on values, and their understand of their own role in an organization and the value attached to employees' effort. Work culture relies on how one understands and feels hold together, it is hard to state what makes up an organization's cultural values.

Mann (2015), in his book on work place culture states that commitment-oriented corporate values depend on a number of objectives and subjective elements. He states that, commitments and cultures see staff as partners, recognize human needs of all staff, invest in individuals as a primary source of competitive advantage, suggest clear corporate mission, vision, strategy, goals, and objectives, pledge to long-term approach and individuals required to conduct it, compensate systems and managing styles to support the mission and approach, concentrate on managing the

performance contract, not controlling the people, put a premium on staff participation in new ideas and innovation, concentrate on results, not on who acquires credit. In bridging the gap, values were looked at separately from the earlier study.

Similarly, Astin, (2013) confirms a strong link between corporate values and corporate attitude; these values are built on: skills development opportunities, systems which allow people to realize their effort, and systems which encourage greater involvement in making decisions. But, literature supports the idea of individuals staying with their organizations if commitment culture is strong. Above this, people are likely to stay if they perceive the set Bureaucratic Initiatives are good “fit”.

Several professionals in the HR literature stress the necessity of good cultural values. Yet it is clear that taking a strategic attitude to HRM can require substantial resources, and can attest to be too resource-intensive for smaller businesses, specifically those which are too small to have a department dedicated to HRM, or even too small to have an executive exclusively devoted to HR Questions (Amooti, 2009). The study by Amooti, (2009) was purely a desk research which brings variations with the current study which basically adopted both primary and secondary data collection methods.

This aspect of corporate values has drawn attention to the long-neglected, “soft side” of company life. Culture is treated as an object of management action. Nzama, (2015) the contemporary student of Bureaucracy often takes the organization not as a natural solution to deep and universal forces but rather as a rational instrument designed by top management to shape the behavior of the employees in purposive ways. However, cultural values have not attracted the attention it deserves. Instead, emphasis has been placed primarily on the cultural and symbolic aspects that are relevant in an instrumental/pragmatic context (Umikeer, 2022).

Additionally, research on company values and symbolism is dominated by a pre-occupation with inadequate set of connotations, symbols, values, and ideas thought to be manageable and directed to effectiveness and employee performance in organizations. It is comprehensible, but there are two main dilemmas in this emphasis. First most aspects on company culture are ignored. It seems strange that the (major part of the) literature should generally disregard such values as bureaucratic ‘meritocratic’ hierarchy, unequal distribution of privileges and Bureaucratic structure ,a mixture of individualism and conformity, male domination, emphasis on money, economic growth, consumerism, advanced technology, exploitation of nature, and the equation

of economic criteria with rationality (Van-Stuyvesant, 2020). Instrumental reason dominates; quantifiable values and the optimization of means for the attainment of pre-given ends define rationality (Stohn, 2021). The literature above does not create a linkage between Bureaucratic Initiatives and employee performance which was the center of focus in the current study.

According to Braxton, (2022), the values and ideas to which Bureaucracy research pays attention are primarily connected with the means and operations employed to achieve pre- defined and unquestioned goals. Secondly, subordinating company culture thinking defines instrumental concerns as it minimizes the ability of culture to support managerial action. Company values call for deliberations under the assumption that employee performance may decline if the values set by the organization are not upheld.

The above authors do not show some problems associated with poor Bureaucracy and place the idea into an inadequate version of the technical cognitive interest. The researcher strives for a ‘softer’ version of this interest for thinking following the two cognitive interests.

According to Bean (2004), cultures incorporate all good things in peaceful co-existence. Supplementary writers keen to appeal to practitioners concentrate on highly positive-sounding virtues, attitudes, and behavior valuable in attaining company goals as explained by management. They are helpful in character, minus thinking of any uncertainty of the virtue of culture. The thinking that culture is measured in terms of right and wrong comes in awkward proclamations like ‘the wrong values make culture a main liability’ has now been mentioned. Similarly, Bean (2014), argue that corporate values have a positive impact on employee performance when it points behavior in the right direction. Corporate value has a negative effect when it points to behavior in a wrong direction.

The researcher under this study focused on culture as an incorporated system of learnt behavior patterns that is an attribute of members of a society and that are not a consequence of biological inheritance.

2.3 Effect of Bureaucratic Challenges on Public Employee productivity

Monetary Bureaucratic structure and recognition are powerful in motivating employees, directing their behavior, and developing their potential (Schuler & Jackson, 2002). In the view of Luthans (2008), organizations provide their personnel with Bureaucratic structure as a way of motivating them to perform and encourage their loyalty and retention. In other words, reward is a simple contract where the organization needs only to be clear to the employee about what it

wants and what it is willing to give in return (Hansen, Smith, & Hansen, 2002). Organizations engage people to perform work and in return people expect to be compensated for their performance in accordance with the contract they made with the organization. It is therefore without a doubt that employees having accomplished their tasks need some form of reward. Cascio (1998) stresses that to encourage performance and more especially repeated good performance, managers must provide a sufficient number of Bureaucratic structure that employees really value, and do so in a timely and fair manner.

Bureaucratic structure come in two types; financial Bureaucratic structure and non-financial Bureaucratic structure (Tibamwenda, 2010). In a study by Eshun and Duah (2011) both types of Bureaucratic structure were found to be important in motivating employees to perform. In another study, Ajila and Abiola (2004) also found that workers place greater value on the Bureaucratic structure given to them by their employers and when not given the workers tend to express their displeasure through poor performance and non-commitment to their job. All in all, Bureaucratic structure whether financial or non-financial, motivate people to perform and ultimately achieve organizational goals.

Financial Bureaucratic structure, also called extrinsic Bureaucratic structure, emanate from external sources. They are incentives that are payments based on the level of performance and results realized by an individual/ employee. Such Bureaucratic structure usually motivate and encourage employees to work harder and include; salary, individual and group bonuses, commission, group, insurance, retirement benefits, paid holidays, medical benefits, among others (Tibamwenda, 2010).

In today's organizations, money is the most dominant reward system and is not only a motivator but is use by people to get ahead, that is, the more some people get the more they want (Luthans, 2008). In the studies conducted by Yousef (2000) and Hanan (2009) financial Bureaucratic structure like pay satisfaction was an important determinant of job performance. Similarly, a study by Yap and Bove (2009) revealed that financial Bureaucratic structure are instrumental in shaping employee behaviors. In other words once basic needs have been satisfied, people can use money to get ahead a goal that is always out of their reach, so they strive for more.

These Bureaucratic structure are also called intrinsic Bureaucratic structure and are basically elements of job satisfaction inherent in a job (Tibamwenda, 2010). Their intrinsic nature sometimes leads to focusing more on financial Bureaucratic structure and yet these non-financial

Bureaucratic structure impact greatly employee performance. These Bureaucratic structure do not involve any direct payment and often arise from the work itself, for example, achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high quality leadership (Armstrong, 2009).

Luthans (2008) argues that unlike financial Bureaucratic structure , non-financial Bureaucratic structure such as genuine social recognition can be given anytime or are more frequent, and as a result have a big impact on employee productivity and quality service behaviors. In a study by Hanan (2009), promotion as a form of reward was found to be a predictor of job performance. Recognition, on the other hand, is appropriate to intrinsically motivated behaviors such as inventiveness, commitment, and initiative, because these behaviors translate into innovation and creativity, service above and beyond the call of duty, and eagerness to change and move forward (Hansen et al., 2002). Therefore, in order to improve employee performance, non- financial Bureaucratic structure should also be provided on top of financial Bureaucratic structure .

2.4 Summary of the Literature

Literature above confirms that various authors conducted different studies on Bureaucracy and employee performance. However, various gaps have been identified in reference to reviewed literature which was bridged by the study, for Schein (1992), Brenton & Driskill, (2010) focused on socialization, norms, regulations and rules under culture yet this study focused on values, beliefs and practices. In bridging the gap, the study focused on Bureaucratic Initiatives , practices and beliefs as the key constructs. Most studies above used smaller samples, most of them adopted secondary data and in contrast the study used a big sample size and adopts both secondary and primary data. The other studies on this concept are based on developed countries with a well-developed private and public sector but the current study focused on Uganda. Other researches are qualitative and cannot guide us on the relationship between the study variables. The authors could not particularly look at the variables as given in this study. Considering the above, the current study focused on Bureaucracy and employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the Research design, study population, Sample size, Sources of data, Data collection method, Quality control methods, data analysis, Ethical consideration, and limitation of the study.

3.1 Research Design

Hoong, J.P. (2010) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The researcher used a cross sectional survey design basing on the use of qualitative and quantitative approaches sanctioned to investigate on an assessment of Bureaucracy on employee performance in Aमित Sub-County. The study focused on exploratory research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research methodologies so as to enable researcher to predict the outcome of the study.

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study involved a population of 45 respondents to represent the entire population of Industrial division of different departments whom comprised of Chairman LC 111, accountants, secretaries; principal accountant, stakeholders, and auditors, all was respondents from Industrial division.

3.3 Sample size and Sampling procedures

3.3.1 Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from Aमित Sub-County which included Chairman LC 111, principal accountant, town agents, and secretaries. Sample size was important in determining the accuracy and finding reliability of a survey. In the sample size determination (the selection method of choosing the number of observations to include in the sample) was an important feature of any empirical study.

The researcher used formula of Slovenes (1960) which include;

The researcher used formula of Slovenes (1960) which include;

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n is the sample size

N is the whole population

1 is the constant

$e^{2 \text{ error}}$ in sampling (0.05)

$$= 45/1 + 45(0.05)^2$$

$$= 45/1 + 45(0.0025)$$

$$= 45/1 + 0.1125$$

$$= 45/1.1125$$

$$= 40.44$$

= 40 respondents

Table 1: Showing sampling size

Respondents	Population	Sample size	Sampling procedures
Chairman LC 111	1	1	Purposive sampling
Accountants	5	4	Purposive sampling
Secretaries	4	3	Purposive sampling
Principal accountant	1	1	purposive sampling
Auditors	2	1	Purposive sampling
Town Agents	20	19	Simple random sampling
Councilors	12	11	Purposive sampling
Total	45	40	

Source: Amint Sub-County (2024)

3.3.2 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure include:

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study used purposive sampling procedure targeting the key information with the experience of the secretaries, auditors, Chairman LC 111 among others.

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure used in sampling stakeholders.

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can use. Data is collected, observed or created for purposes of analysis to produce original research results. These sources include secondary and primary data.

3.4.1 Primary Data collection.

According to Deegasn and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum accessible to the public. Companies generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data. Secondary data is often used in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars' .secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the town council, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is

because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data collection Methods.

Data collection is a tool that was used to collect data (Dilworth 2018). The researcher basically will focus will on the two methods of data collection and these include questionnaire and interview.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire was used to collect information from the Chairman LC 111 Accountants, Auditors, and opinion leaders from Aमित Sub-County where the researcher allowed the study respondents to fill the questionnaire in the study population. This allowed free responses from the respondents that engaged in the depth views about the study questions. The closed ended questions include alternative answers for selection and also were used in getting required information about the study. The questionnaire used on the basis that the variables under study may not be observed for instance the views, the opinions perception and feelings of the respondents.

3.5.2 Interview guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015),quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other

quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.6.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent at which the survey measures right elements that needs to be measured. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher computed CVI using George and Mallery (2003). The value of CVI used interpreted as stated by George and Mallery (2003). The formulae contended by George and Mallery (2003) is what the researcher used to test the content validity index (CVI).

3.6.2 Reliability.

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (1964) using SPSS software were if the reliability test is closer to one.

3.7 Data Analysis.

According to Robinson (2004) data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap, and evaluate data. Resnik (2003) various analytic procedures "provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data".

While data analysis in qualitative research can include statistical procedures, many times analysis becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. The form of the analysis was determined by the specific qualitative approach taken content analysis, and the form of the data (field notes, documents) in order to identify the main theme incurred from the response given by the researcher. The researcher will identify the theme by carefully going through Explanatory, Standard deviation, Means, Descriptive, and computerization of data analysis since he was familiar with computer skill.

3.8 Ethical Consideration.

- i. Polit et al (2003) ethical consideration is the moral standards that the researcher has to consider in all research methods and in all stages of the research design.
- ii. The researcher will respect the dignity of the respondents and treats the information given with uttermost confidentiality and for the research purpose only.
- iii. The researcher used asking prerogative questions to the respondents especially questions concerning private life and even those which dig down the respondent's dignity.
- iv. Participant in a study was protected from an adverse situation. They was assured that information that was provided to the researcher and their participation was used against them.
- v. Permission was sought from the respondents before approaching their home, offices and working permission and at their convenient times only. Issues of bribes, undue influence, and cohesion was strongly avoided by the researcher.
- vi. Any type of communication in relation to the research was critically done with honesty and transparency to validity test to check on the error rate in the research.

3.9 Limitations and delimitations of the study.

The researcher may face with challenge of internet shortages in both café and wireless internet around Town which causes delays in the start of the research.

- i. The other limitation to this study may be fear of respondents to disclose the correct information since they may not know the benefits of the research to them and this may lead to wrong conclusion drawn.
- ii. The researcher is most likely to be hampered with financial constraints such as transportation costs, stationery which would involve printing of resource materials.
- iii. Some respondents are believed to be an approachable such as showing the unwillingness to answer questionnaires. Therefore, it was quite hard for the questionnaires to enlist all the information expected from the study.
- iv. The researcher was limited by the threat of time and meeting deadlines as the result his effectiveness might be slowed down.
- v. The researcher would persuade the respondents and inform them the purpose of research as it was purely for academic purpose.
- vi. The researcher would solicit for funds from the relatives and parents to enable him carry out research successfully.

CHAPTER FOUR
PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter presents the response rate, background characteristics of respondents, data presentation, analysis and interpretation of study findings, based on objectives of the study.

Table 2: Response rate

Research instrument	Targeted number	Actually conducted	Percentage
Questionnaires	29	29	89.7%
Interviews	11	5	85.7%
Total	40	34	89.3%

Source: Primary data (2024)

Table 4.1 above shows that out of the 29 distributed questionnaires, 29 were returned, giving a response rate of 89.7%. In addition, out of the seven planned interviews, only six were conducted, giving a response rate of 85.7%. The overall response rate was 89.3% which indicates that the researcher obtained enough data for a comprehensive report.

4.1 Background characteristics

4.1.1 Gender of respondents

The section below presents respondents according to gender. It indicates the percentage of male and female respondents who participated in the study.

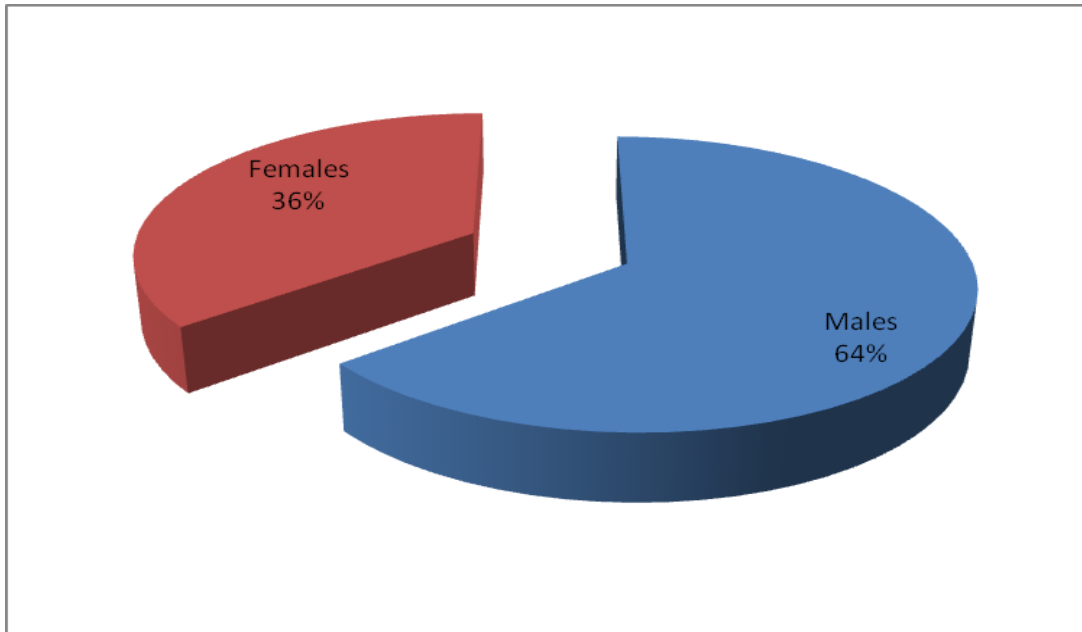


Figure 1: Gender of respondents

Source: Primary data (2024)

Figure 1 above shows that majority of the respondents were male (64%) while female respondents constituted 36%. This shows that data was obtained from a gender sensitive sample which indicates that the results were not gender biased. Majority of the respondents were males because the females' education level low is still very low compared to males and most of them do not qualify to work with the Amint Sub-County. This is because in the past, males were given more chances to attain education as far as culture was concerned.

4.1.2 Respondents' age group

The section below presents respondents according to age group.

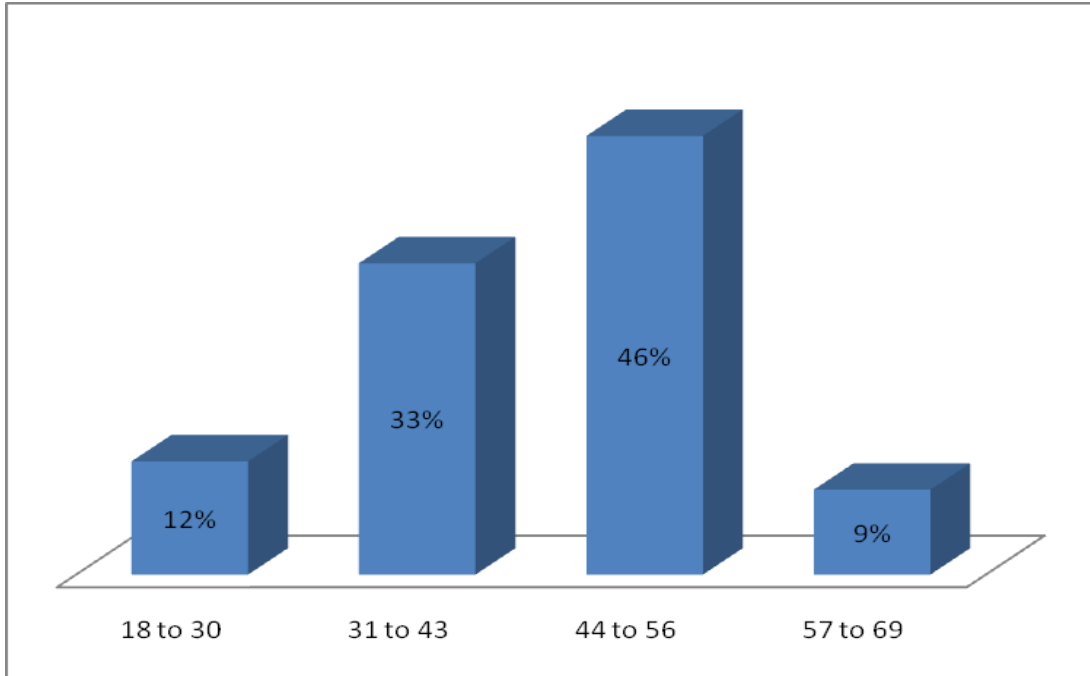


Figure 2: Respondents' age group

Source: Primary data (2024)

Figure 2 above shows that majority (46%) of the respondents were aged 44 to 56 years, 33% were 31 to 43 years, 12% were 18 to 30 years while 9% were 57 to 69 years. The above statistics indicate that all respondents were mature, and able to give valid and reliable data for the study. Majority of the respondents were aged between 44 to 56 years because they have worked at Aminit Sub-County for long and they have not been replaced since their jobs are permanent and pensionable.

4.1.3 Respondents' highest education level

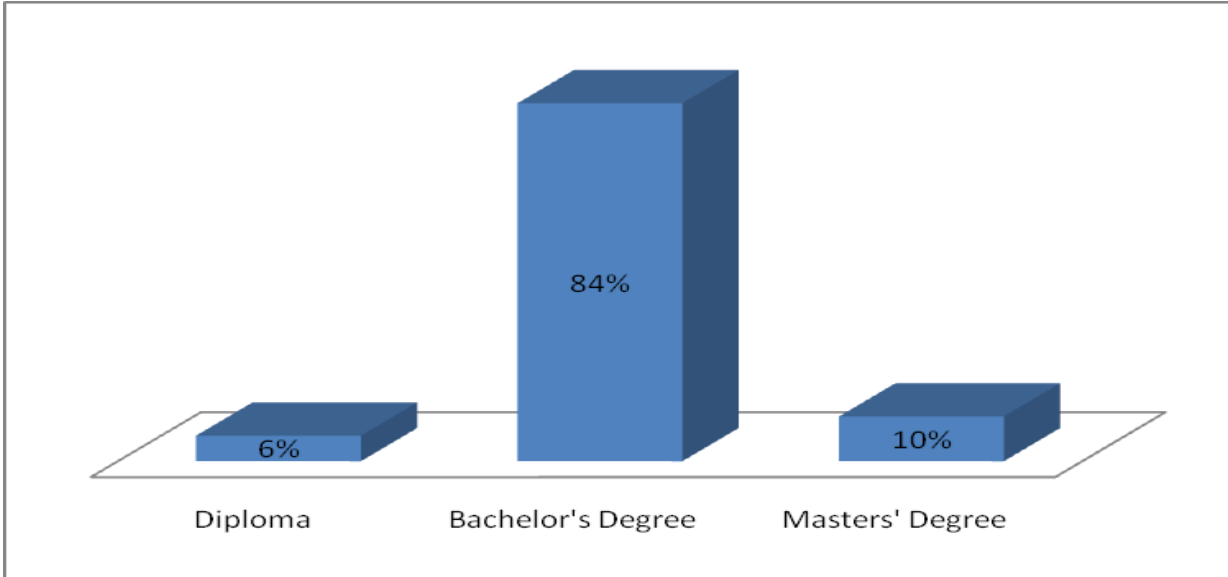


Figure 3: Respondents' highest education level

Figure 3 shows that majority (84%) of the respondents had obtained Bachelor's Degree, 10% had Masters' Degree. This indicates that all respondents were educated and were able to read and understand the questions asked in order to give valid and reliable data. Majority of the respondents obtained Bachelor's Degrees because Aमित Sub-County mostly employs university graduates.

4.1.4 Number of years worked at Aमित Sub-County.

This Sub section looked at duration of service which was categorized as following; less than 1 year, 1-2 years, 3-5 years and 6 years and above. This was done to find out the duration of one's full, participation and experience on how Bureaucracy affect employee performance. The results were analyzed using descriptive statistics and are presented in figure 5 below;

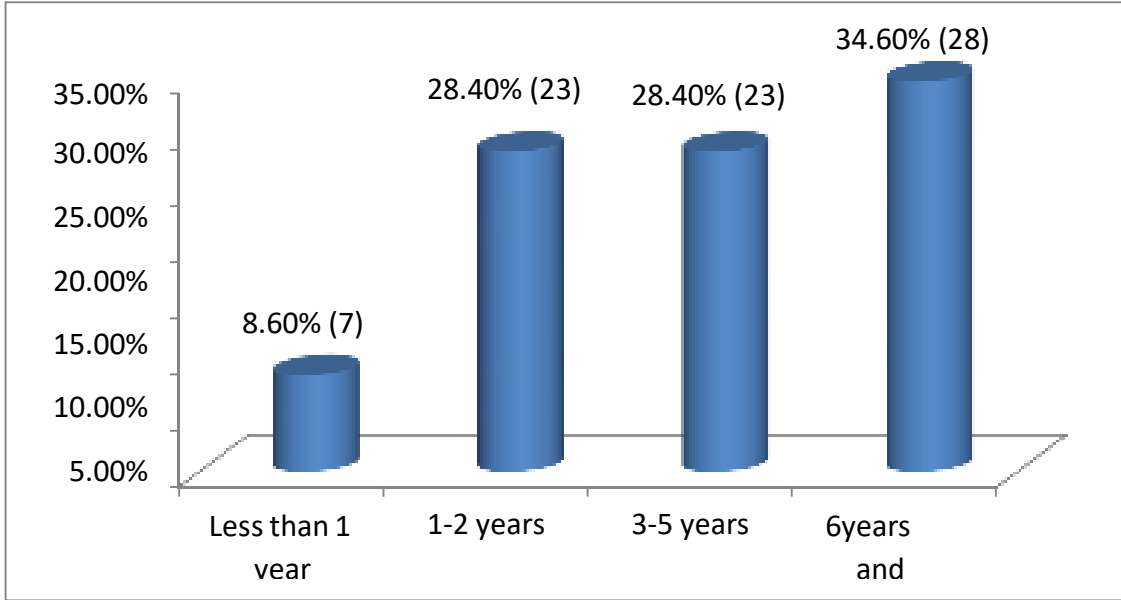


Figure 4: Respondents according to level of management

Source: Primary Data 2024

The study findings in the figure 4 above show that a good number of the respondents at 34.60% (28) had spent 6 years and above, 28.40% (23) had spent 1-2 years, and 28.40% (23) 3-5 years while 8.60% had spent less than one year. This shows that majority of respondents had been in Aमित Sub-County for 6 years and above implying that such experience could be utilized for better Bureaucracy and long term implementation of projects in the Aमित Sub-County projects for improved employee performance.

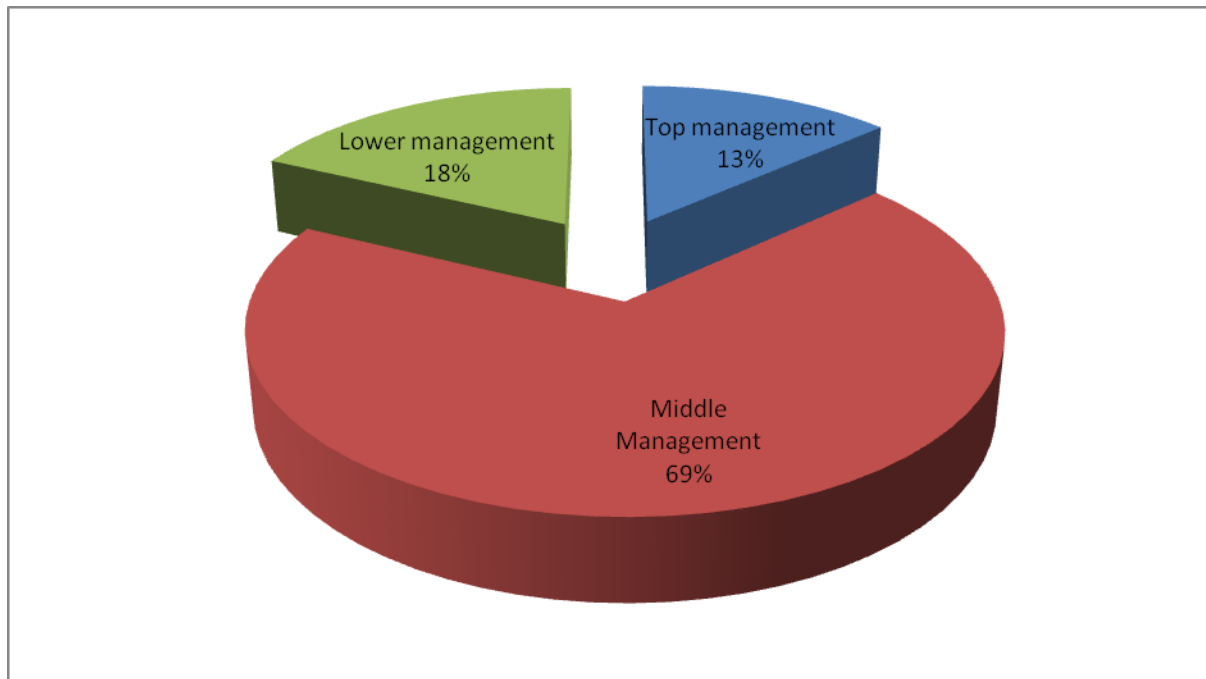


Figure 5: respondents according to management level

Source: Primary data (2024)

Figure 5 above shows that majority (69%) of the respondents belonged to the Middle Management level, 18% were in Lower management while 13% were in Top management level. This indicates that all respondents belonged to management at different levels, were knowledgeable on Bureaucracy and employee performance, therefore in position to provide valid and reliable data for a comprehensive report. Majority of the respondents belonged to the middle management level because there are more existing positions for middle management compared to Top Management.

4.2 Empirical findings

4.2.1 Bureaucratic Initiatives and employee performance at Amini Sub-County.

In this section, a description of respondent’s opinion per item in the questionnaire is presented. The responses of the sampled population are presented in form of frequency tables in accordance with the research questions as cited in chapter one

For purposes of description of the results on the table above, the researcher decided to combine strongly agree plus agree to mean agree (SA + A = Agree) and strongly disagree plus disagree to mean disagree (SD + D = Disagree).

Table 3: Bureaucratic Initiatives and Employee performance in LG Systems

Variable	Strongly agree	Agree	No comment	Disagree	Strongly Disagree
My supervisor initiates and gets involved in innovative activities	15 (19%)	55(69.6%)	1 (1.3%)	6 (7.6%)	2 (2.5%)
I take interest to be innovative and I always inform my supervisor	32(40.5%)	40(50.6%)	1 (1.3%)	4 (5.1%)	2 (2.5%)
There is team orientation at Aminit Sub-County	10(12.7%)	50(63.3%)	8 (10.1%)	9 (11.4%)	2 (2.5%)
I am always informed of the usefulness of working in teams	19(24.1%)	53(67.1%)	1(1.3%)	5(6.3%)	1(1.3%)
I always get informed that team work improves performance	36(45.6%)	37(46.8%)	0 (0%)	4(5.1%)	2(2.5%)
I always get informed of the need to produce results	24(30.4%)	43(54.4%)	6 (7.6%)	5(6.3%)	1(1.3%)
I always work towards achieving the goals of the organization	7 (8.9%)	51(64.6%)	4(5.1%)	14(17.7%)	3(3.8%)
I always get encouragement to undertake risky ventures in the course of work	5(6.3%)	14(17.7%)	3 (3.8%)	40(50.6%)	17(21.5%)

Source: Primary Data 2024

Findings presented in the Table 3 above shows that the majority of the respondents 91% agree that My supervisor initiates and gets involved in innovative activities; in addition 92% of the respondents pointed out that I take interest to be innovative and I always inform my supervisor in

Aminit Sub-County. The results further revealed that there is team orientation at Aminit Sub-County as pointed out by 91% of the respondents. The findings also pointed out that I am always informed of the usefulness of working in teams as given by 84.8 % of the respondent's , 76% of the respondents revealed that I always get informed that team work improves performance and 73.4% agreed that budgets are usually presented to council by the 15th June yearly. The findings point towards a conclusion that Bureaucratic Initiatives has a contribution towards employee performance in the Aminit Sub-County.

In some instances, community priorities are implemented after planning and budgeting due to political interest however; most of them are decided at higher levels with authority and not all community priorities are taken into consideration. (The parish development committee (PDCs) Barr sub county).The sub county chairperson (Adekokwok sub county) Noted that not all activities and/or projects budgeted for are implemented in a transparent way this is because many stakeholders have different interests in the different activities budgeted for and above all work plans are not shared with other stakeholders. In addition to this, misappropriation of funds is greatly affecting LG project/activity implementation in Aminit Sub-County; however, planning and budgeting is done before any government funded project starts; *the Aminit Sub-County member*. Monitoring of the project/activities progress in the Aminit Sub-County or sub-counties is done but not on a regular basis; this justifies the many issues of shoddy/substandard work by contractors in Aminit Sub-County for profit maximization and high levels of corruption (Resident Aminit Sub-County Commissioner)

In documentary review the researcher observed and recorded the following; - Aminit Sub-County had approved budget and development plan signed by the Aminit Sub-County chairperson and the chief administrative officer and sub counties also had the approved budget and development plan. The budget is consistent with the development plan since only what has been planned is budgeted for implementation. It should be noted that the development plan used to be three (3) years but has been revised to (5) years however MCC and the sub- counties usually comply with the guideline because of assessment from ministry in Aminit Sub-County in order to received Aminit Sub-County development grant and failure to comply leads to penalty and reduction in funding while compliance lead to bonus & increased in funding

4.2.1 Research question two; Bureaucratic Challenges and employee performance

Respondents were requested to provide their opinion on items related to Bureaucratic Challenges and on employee performance. This was done using 5 likert scales ranging from strongly agree to strongly disagree. There responses are presented in the table 4.2 below

Table 4: Bureaucratic Challenges and Employee performance

Variable	Strongly agree	Agree	No comment	Disagree	Strongly disagree
The mode of work at the Amini Sub-County is improved	24 (30.4%)	42 (53.2%)	2 (2.5%)	7 (8.9%)	4 (5.1%)
The organization norms favor all workers when it comes to work.	16 (20.3%)	46 (58.2%)	6 (7.6%)	10 (12.7%)	1 (1.3%)
There is a strict check on arrival and departure time at work	11 (13.9%)	39 (49.4%)	13 (16.5%)	12(15.2%)	4 (5.1%)
Staff in this organization attends regularly to their duties.	26 (32.9%)	45 (57%)	2 (2.5%)	5 (6.3%)	1(1.3%)
I always get a work load and plan schedule to follow	17 (21.5%)	51 (64.6%)	6 (7.6%)	5 (6.3%)	0 (0%)
I always get supervised and assessed on regularly basis and receive a feed back	15 (19%)	57 (72.2%)	4 (5.1%)	3 (3.8%)	0(0%)
The working policies are very favorable	17 (21.5%)	49 (62%)	6 (7.6%)	4 (5.1%)	3 (3.8%)

Source: Primary Data 2024

There was need to statistically established how Bureaucratic Challenges and affects employee performance for purpose of description of the results on the table above, the researcher decided to combine strongly agree plus agree to mean agree (SA +A =Agree) and strongly disagree plus disagree to mean disagree (SD + D = Disagree). Findings presented in table 4.4 above show that 83.6% of the respondents agree that the mode of work at the Amini Sub-County is improved, 14% of the respondents did not agree with the statement. This shows that the organization norms does not favor all workers when it comes to work. However, the findings further revealed that 78.5% of the

respondents agree that there is a strict check on arrival and departure time at work. The results further revealed that 63.3% of the respondents agree that Staff in this organization attends regularly to their duties in Amini Sub-County. While 89.9% of the respondents revealed that I always get a work load and plan schedule to follow in Amini Sub-County contributes towards employee performance and 86.1% of the respondents agree that I always get supervised and assessed on regularly basis and receive a feedback. The findings further revealed that 91.2% of the respondents agree that they always get supervised and assessed on regularly basis and receive a feedback. Further results, however, relatively show that 83.5% of respondents agree that working policies are very favorable

4.2.1 Research question three; Bureaucratic structure and employee performance

Respondents were requested to provide their opinion on items related to Bureaucratic structure and employee performance. This was done using 5 likert scales ranging from strongly agree to strongly disagree. There responses are presented in the table 5 below

Table 5: Bureaucratic structure and Employee performance

Variable	Strongly Agree	Agree	No comment	Disagree	Strongly Disagree
I know the organization structure of my City	6(7.6%)	53(67.1%)	6(7.6%)	11(13.9%)	3(3.8%)
There is a well observed promotional hierarchy in the structure	6(7.6%)	28(35.4%)	18(22.8%)	24(30.4%)	3(3.8%)
Gender balance is observed in the structure	18(22.8%)	49(62%)	1(1.3%)	10(12.7%)	1(1.3%)
The management employees autocratic leadership in managing the Organization	11(13.9%)	51(64.6%)	6(7.6%)	10(12.7%)	1(1.3%)
The management employees democratic leadership in managing the Organization	6(7.6%)	46(58.2%)	3(3.8%)	24(30.4%)	0(0%)
The leaders are fair and impartial when handling all the affairs of the Organization	25(31.6%)	45(57%)	3(3.8%)	6(7.6%)	0(0%)
There is transparency and proper flow of information	13(16.5%)	55(69.6%)	6(7.6%)	5(6.3%)	0(0%)
The leaders help the subordinates to operate as a team	10(12.7%)	55(69.6%)	9(11.4%)	5(6.3%)	0(0%)

Source: Primary Data 2024

Respondents were requested to provide their opinion on items related to Bureaucratic structure and employee performance in Aminit Sub-County. This was done using 5 Likert Scale ranging from strongly agrees to strongly disagree. For purpose of description of the results on the table above, the researcher decided to combine A + SA = Agree, SD + D = Disagree and no comment. Table 4.5 above shows respondent’s views on the relationship between Bureaucratic structure and employee performance in Aminit Sub-County , The researcher wanted to know if Funds were released for activities as accountable advances 74.7% of the respondents agree that funds were released to civil servants/implementers of activities as accountable advance in addition, 43% of the respondents reported that whereas funds were released for activities as accountable advances, advancers were not accounted for within one month (31 days) after activities as required by Aminit Sub-County Financial and accounting regulations. The findings also show that 84.8% of the respondents agree that accountability contributes towards employee performance because leaders are held responsible both politically and administratively for their action. Further findings revealed that 78.5% of the respondents agree that the Executive Committee (Aminit Sub-County) monitored the implementation of Council Projects/budget while 30.4% of the respondents disagree that standing committees regularly monitored projects in their sectors and 88.6% of the respondents agree that monitoring of projects has an effect on employee performance in Aminit Sub-County. The results further revealed that 86.1% of the respondents agree that Financial auditing in Aminit Sub-County have been strengthened as Internal control to reduce corruption and improved transparency and accountability and 82.3% of the respondent agree that investigation of Financial loss have improved in Aminit Sub-County as a result in Aminit Sub-County Public Accounts Committee through examining

4.2 Testing of hypotheses

The study verified the following research hypotheses:

1. There is relationship between Bureaucratic Initiatives and employee performance.
2. There is significant relationship between Bureaucratic Challenges and employee performance.
3. There is relationship between Bureaucratic structure and employee performance.

Table 6: Regression model summary for Bureaucratic Initiatives and employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.055 ^a	.003	-.010	.64110

a. Predictors: (Constant), Finplan

The model weakly linked the dependent and independent variable, it generated a very weak correlation between the two variable ($R=0.055$). This suggests that improvement in Bureaucratic Initiatives causes slight improvement on employee performance.

Table 7: Regression coefficients table for Bureaucratic Initiatives and employee performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.095	1	.095	.230	.633 ^a
Residual	31.648	77	.411		
Total	31.742	78			

a. Predictors: (Constant), Finplan

b. Dependent Variable: service

The null hypothesis of this study as per the Analysis of Variance (ANOVA) in regard to this section would be that there is no relationship between Bureaucratic Initiatives and employee performance in Aमित Sub-County but the alternative hypothesis of this study was that there is relationship between Bureaucratic Initiatives and employee performance in Aमित Sub-County. Based on the coefficient $P = 0.633 > 0.05$ realized by the Analysis of Variance (ANOVA) at a (1, 77) degree of freedom, the null hypothesis of this study was accepted, which implies that there is no significant relationship between Bureaucratic Initiatives and employee performance in this Aमित Sub-County.

Table 8: Regression model summary for Bureaucratic Challenges and employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.301 ^a	.091	.079	.61219

a. Predictors: (Constant), Finmob

The model linked the dependent and independent variable, it generated a positive correlation between the two variable ($R=0.301$). This suggests that improvement in Bureaucratic Challenges causes slight improvement on employee performance. Looking at R- square =0.091. This suggests that 9.1% of the variation in employee performance is explained by Bureaucratic Challenges.

Table 9: Regression coefficients table for Bureaucratic Challenges and employee performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.884	1	2.884	7.696	.007 ^a
	Residual	28.858	77	.375		
	Total	31.742	78			

a) Predictors: (Constant), Finmob

b) Dependent Variable: service

The null hypothesis of this study as per the Analysis of Variance (ANOVA) in regard to this section would be that there is no relationship between Bureaucratic Challenges and employee performance in Ainit Sub-County but the alternative hypothesis of this study was that there is relationship between Bureaucratic Challenges and employee performance in Ainit Sub-County. . Based on the coefficient $P = 0.007 < 0.05$ realized by the Analysis of Variance (ANOVA) at a (1, 77) degree of freedom, the alternative hypothesis of this study was accepted, which implies that there is a significant relationship between Bureaucratic Challenges and employee performance in this Ainit Sub-County . The level of significance is less than 0.05 in Table 4.13 hence the model best fits that data fits Bureaucratic Challenges explaining 31.7% of the variation in employee performance, the same result showed a significantly positive contribution of Bureaucratic Challenges to employee performance leading to rejection of the null hypotheses in favor of the research hypotheses.

Table 10: Regression model summary for Bureaucratic structure and employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.196 ^a	.039	.026	.62956

a. Predictors: (Constant), Fincont

The model weakly linked the dependent and independent variable, it generated a very weak correlation between the two variable ($R=0.196$). This suggests that improvement in Bureaucratic Initiatives causes slight improvement on employee performance. Looking at R-square =0.039. This suggests that 3.9% of the variation in employee performance is explained by Bureaucratic structure .

Table 11: Regression coefficients table for Bureaucratic structure and employee performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.224	1	1.224	3.088	.083 ^a
Residual	30.518	77	.396		
Total	31.742	78			

a. Predictors: (Constant), Fincont

The null hypothesis of this study as per the Analysis of Variance (ANOVA) in regard to this section would be that there is no relationship between Bureaucratic structure and employee performance in Aमित Sub-County but the alternative hypothesis of this study was that there is relationship between Bureaucratic structure and employee performance in Aमित Sub-County. . Based on the coefficient ($P=3.088>0.05$) realized by the Analysis of Variance (ANOVA) at a (1, 77) degree of freedom, the null hypothesis of this study was accepted, which implies that there is no significant relationship between Bureaucratic structure and employee performance in this Aमित Sub-County.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study investigated the relationship between Bureaucracy and employee performance a case study in Aminit Sub-County. This chapter presents the summary, discussions and recommendations of the study. It also provides suggestion for further study/research and draw conclusions and recommendations on the subject.

5.1 Summary of Findings

The general objective of the study was to examine how Bureaucracy affect employee performance in Aminit Sub-County. Bureaucratic Initiatives, Bureaucratic Challenges and Bureaucratic structure were the independent variables while employee performance dependent variable. The specific objectives of the study were; to find out how Bureaucratic Initiatives affects employee performance in Aminit Sub-County , to examine the effect of Bureaucratic structure and Public Employee productivity in Aminit Sub-County and to assess how Bureaucratic structure affect employee performance in Aminit Sub-County .

5.1.1 Bureaucratic Initiatives and employee performance

The study findings revealed that there was a moderate significant positive determine how bureaucratic structures affect employee productivity in Aminiti Sub County. given by Pearson correlation of 0.313* at $(r) = 0.313$, at the level of significant $P = 0.005 > 0.01$ level (2-tailed). This implies that when Bureaucratic Initiatives is improved, employee performances also improves .In addition, the findings from the interviews revealed that well enforced Bureaucratic Initiatives will improve employee performance. These include Bureaucratic Challenges, budgeting and coordination. In regards to Bureaucratic Challenges and budgeting, the respondents revealed that there were clear and meant the expected standards while coordination was to a less extent affecting the Aminit Sub-County's employee performance despite being less emphasized and implemented.

5.1.2 Bureaucratic Challenges and Employee performance

The study revealed that there was a moderate significant positive effect of mobilization on employee performance given by Pearson correlation of 0.286* at $(r) = 0.286$, at the level of significant $P = 0.005 > 0.01$ level (2-tailed).This implies that if there are good Bureaucratic Initiatives , employee performance improves. The findings from the interviews revealed that

accounting systems improve employee performance. Also qualitative findings from auditing systems indicated that there were in place and good. This implies that management in Aminit Sub-County needs to monitor the implementers to achieve improved employee performance. Furthermore the findings from interviews indicated that improvement in income and expenditure reports may lead to improved employee performance

5.1.3 Bureaucratic structure and Employee performance

The study revealed that there was a moderate significant positive effect of Bureaucratic Challenges and Public Employee productivity given by Pearson correlation of 0.450* at $(r) = 0.450$, at the level of significant $P = 0.005 > 0.01$ level (2-tailed). This implies that if there are good Bureaucratic structure, employee performance improves. Interview results suggest that Bureaucratic structure enhance employee performance as noted by the respondents who assert that “there is need for combined effort of all stakeholders and management to work together for the Aminit Sub-County development”.

5.2 Discussion of Findings

5.2.1 Bureaucratic Initiatives and Employee performance

The findings revealed that Bureaucratic Initiatives has a moderate significant positive effect on employee performance. This was revealed by majority of respondents who accepted that Aminit Sub-County set goals and priorities on Aminit Sub-County network, and Aminit Sub-County budget allocations are discussed by sector committees and that there is Aminit Sub-County coordination committees in Aminit Sub-County. This is in agreement with Mohsin (2002), who asserts that Bureaucratic Initiatives is vital for every organization so as to achieve its goals. This is in line with Aminit Sub-County Act Cap 243 (2010), Financial and Accounting regulations (2007) and article 152 Of 1995 constitution that make Bureaucratic Initiatives particularly very pertinent. However some respondents were of the view that Bureaucratic Initiatives though made, needs to be enhanced and made practical. This is in contrast with the observation of Higgins (2001) who argues that councils have to practice proper Bureaucratic Initiatives to reduce uncertainties that are common especially shortage of funds for recurrent expenditures, otherwise such could negatively affect job committee.

Findings revealed that planning and budgeting is vital in Bureaucratic Initiatives decisions which concurs with Heezius (2006) who asserts that planning and budgeting are vital in Bureaucracy mainly on employee performance, which take time to be completed.

Respondents were in agreement with Kakuru (2007) who affirms that Bureaucratic Initiatives is concerned with the liabilities and stockholders' equity side of the firm's balance sheet, such as a decision to issue bonds, this view is also supported by Campbell (2009).

5.2.2 Bureaucratic Challenges and Employee performance

The findings revealed that there is need to ensure Bureaucratic Challenges for proper employee performance, which is in line with Schedler (1999) who asserts that internal rules and norms as well as some independent commissions are mechanisms to hold civil servants within the administration of government accountable. Within a department or ministry, firstly, behavior is bounded by rules and regulations; secondly, civil servants are subordinates in a hierarchy and accountable to superiors. Nonetheless, there are independent watchdog units to scrutinize and hold departments accountable; legitimacy of these commissions is built upon their independence, to avoid any conflicts of interest. Indeed majority of the respondents indicated that good accounting systems improve on employee performance that auditors expose people who swindle Aminit Sub-County public funds and that Aminit Sub-County final accounts are prepared at the end of the financial year. The findings justify the need to keep strong Bureaucratic Challenges, which is in line with (Ben and Anderson, 2007), who asserts basically, the Government states that a strong accountability regime ensures public resources are used effectively and efficiently (producing value-for-money); promotes ethical and policy-based decisions, motivated by a concern for the public interest; Bureaucratic structure good employee performance and carries consequences when rules are knowingly broken, and embraces transparency as a way to make government more accountable and support the participation of citizens and organizations in public policy development.

However this contradicts with Aucoin and Jarvis (2008) who maintain that there is the other side of accountability, asserting that it is not just a one-way street of reporting. To work best, it involves a relationship that allows for and supports Bureaucratic Initiatives, and feedback that informs program delivery and outcomes employee performance. This therefore specifies the need for Bureaucratic structure and Public Employee productivity in Aminit Sub-County.

5.2.3 Bureaucratic structure and Employee performance

Aleksandra, R. (2009), states that there are number of types of Bureaucratic structure, whose aim is to improve employee performance and reinforce financial accountability in the public agencies and bodies. The findings on Bureaucratic structure revealed that there is a moderate

significant positive effect on employee performance. This is in agreement with Kloot (1997) who points out that in process terms, Bureaucratic structure exists in order to ensure that organizations achieve their objectives, and for Fisher (1995), control is used for creating the conditions that motivate an organization to obtain predetermined results. This was supported by majority of the respondents who indicated that there are proper accounting policies and procedures to be followed in Aमित Sub-County and that the internal controls help to safeguard all the City employee performance and that there is continuous monitoring in Aमित Sub-County projects to help in improving Bureaucracy. This was supported by Koontz and Heinz (2005) who suggest that control is the measuring and correcting individual and organizational employee performance to ensure that events conform to plans, they further assert that controlling facilitates the accomplishment of plans although planning the function must precede controlling. This is also in line with The public finance act (cap.193), part II, that states that the Minister shall supervise the finances of Uganda so as to ensure that a full account of those finances is made to Parliament and that its Bureaucratic structure is maintained, and for those purposes shall, subject to the Constitution and this Act, have the management of the Consolidated Fund and the supervision, control and direction of all matters relating to the financial affairs of Uganda.

Respondents were in agreement with Deepa (1995) who affirms that acknowledges the importance of community participation in monitoring and evaluation of programs. Indeed majority of the respondents agreed that there was active participation in monitoring all the Aमित Sub-County projects.

5.3 Conclusions

Conclusions were drawn from the discussion of findings

5.3.1 Bureaucratic Initiatives and Employee performance

The study established that Bureaucratic Initiatives had adequately contributed to improved employee performance in the sectors of health, education and water. It should be noted that only activities planned and approved by council are implemented hence services should be provided as planned and approved however there is need for participatory planning and bottom up approach for ownership of projects and sustainability if planning should have effect on employee performance. This study also found out that planning was done with few community priorities taken into consideration, some activities are planned from the central

government and taken to community without consultation with the communities this reduces ownership therefore difficulty in maintenance of those projects.

5.3.2 Bureaucratic Challenges and Employee performance

The alternative hypothesis was accepted. This implies that efficient Bureaucratic Challenges influences the level of employee performance in this City. The positive relationship meant that a directional change in the Bureaucratic Challenges leads to a similar positive directional change in the level of employee performance. The results also show that most funding are from central government in term of conditional, unconditional and equalization grants however manager have to co-ordinate /follow for the released so that what is planned and approved is implemented however local revenue should be mobilized by political leaders especially the trading license, hotel tax and local service tax to increased contribution of local revenue in implementation of decentralized services. The study confirmed that, Bureaucratic Challenges had not been efficiently utilized, the central government does not even released 100% of the allocated IPFs (Indicative Planning Figures) and there has always been revenue shortfall at the end of each financial year hence some activities are not implemented due to that, this partly contributed to low level of employee performance.

5.3.3 Bureaucratic structure and Employee performance

Concerning the third hypothesis the null hypothesis was accepted and the alternative rejected. The finding that 3.9% of the variation in employee performance is explained by Bureaucratic structure, this implies that efficient Bureaucratic structure influenced the level of employee performance in this City. The positive relationship meant that a directional change in the Bureaucratic structure lead to a similar positive directional change in the level of employee performance in this City. Revenue collected should be controlled especially through monitoring, auditing, LGPAC and reporting to reduced corrupt tendency and improved employee performance.

5.4 Recommendations

5.4.1 Bureaucratic Initiatives and employee performance

The researcher recommends that administrators at Aminit Sub-County give full attention to Bureaucratic Initiatives by involving stakeholders since it was agreed that stakeholders take part in financial resource allocation for the City budget which help employee performance.

The researcher recommends that management at Aमित Sub-County encourage stakeholders to take part in financial resource allocation since some respondents disagreed that stakeholders take part in financial resource allocation for the City budget.

The researcher recommends that management at Aमित Sub-County start distributing budgets to all stakeholders since some respondents disagreed that approved annual projects budgets are distributed to all stake holders.

5.4.2 Bureaucratic Challenges and employee performance

The researcher recommends that management in Aमित Sub-County strengthen the mobilization system. This is a result of some respondents disagreeing that mobilization system were very strong and operating very effectively.

The researcher recommends that management at Aमित Sub-County considers more serious actions on those who swindle public funds since some respondents disagreed that auditors expose people who swindle projects public funds.

The researcher recommends that the management at Aमित Sub-County continue preparing and filing financial statements which would facilitate improved employee performance.

5.4.3 Bureaucratic structure and employee performance

The researcher recommends that Aमित Sub-County give more attention to Bureaucratic structure by enhancing more authorization, internal controls and monitoring since it has an effect on employee performance.

The researcher recommends that management at Aमित Sub-County review their internal Bureaucratic structure at the end of every financial year since some respondents disagreed that the internal Bureaucratic structure in the Aमित Sub-County are reviewed at the end of every financial year.

The researcher recommends that administrators at Aमित Sub-County consider a strong monitoring system. Most of the respondents disagreed when asked if Aमित Sub-County projects monitoring in the Aमित Sub-County is very strong and effective.

5.4 Contributions of the Study

The study findings have availed Aमित Sub-County with the necessary data and information to guide the formulation of appropriate strategies of combating Bureaucracy in employee performance.

Furthermore, the findings provide additional literature on the subject matter and also contributed to the body of knowledge in this country.

It also acted as a measure for policy formulation in employee performance, Aminit Sub-County and the country at large.

5.5 Limitations of the Study

The study focused on Bureaucracy in Aminit Sub-County only. The challenges faced by Aminit Sub-County may be unique compared to other City Councils. Therefore it may not be easy to generalize the findings to all other Bureaucracy in City Councils.

The study required a lot of time to look for data, process and analyze data and later on discuss the study findings to come to the conclusion. The researcher however adhered to the activity schedule to accomplish the study in time.

The study was a case and conducted in a limited timeframe. This could have left out certain critical respondents who may not have been readily available at the time of the research.

5.6 Recommended areas for Further Research.

Given limited time and financial constraints, the researcher could not exhaust everything in Bureaucracy and employee performance and therefore suggested the following areas for future research:

1. Planning and employee performance in Aminit Sub-County
2. Motivation and employee performance in Aminit Sub-County
3. Employee benefits and employee performance in Aminit Sub-County

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APPENDIX 1
QUESTIONNAIRE

Dear respondent,

My name is **MALINGA STEPHEN**, I am a student of Uganda Christian University pursuing a bachelor’s degree in public administration and I would like to collect information on the topic **“Bureaucracy and employee performance in Amint Sub-County.”**. All responses to the questions was kept confidential and your participation is highly appreciated.

SECTION A:

INSTRUCTIONS:

Please tick where applicable:

BACKGROUND INFORMATION

- 1) Sex i) Male ii) Female
- 2) Age bracket
- i. 15-30 years
- ii. 31-45 years
- iii. 46-60 years
- 3) Marital status
- i) Single ii) Married iii) Divorced iv) Separated
- 4) Academic qualification
- i. None
- ii. Primary
- iii. Secondary
- iv. Tertiary and above

SECTION B

Instruction:

Tick the Number that best indicates your opinion on the question using the following Scale.

Strongly Agree (SA)	Agree (A)	Not Sure (NS)	Disagree (D)	Strongly Disagree
5	4	3	2	1

Bureaucratic Challenges that hinder public employee productivity

No	Parameter	SA	A	NS	D	S
1.	The function of your department depends on partnership with other departments within the Amini Sub County.					
2.	Partnership of departments collectively produces the desired efficiency and increase in productivity.					
3.	Departments have the technical capacity required to carry out its functions.					
4.	There are established procedures to guide every office as to the way of working					
5.	You are working according to rules and regulations to eliminate favoritism.					
6.	It is necessary to have these rules and regulations directing your conduct and ways of working.					

Bureaucratic Principles on Employee productivity

No	Parameter	SA	A	NS	D	S
1.	Officials of the Amini Sub County believe that local people engagement is key					
2.	People can turn down approvals of projects because they are not involved					
3.	Officials of the Amini Sub County have ability to influence social and economic development of the citizens.					
4.	Amini Sub County needs administrative reforms for better employee productivity.					
5.	Inadequate salary and remuneration of the workforce affect the quality and effectiveness of employee productivity.					
6.	Do you agree that customer service you rendered and the time it takes to answer customer request is unsatisfactory?					
	Employee productivity by public officials at the Amini Sub County is facilitated depending on whom you know.					
	Public reaction for poor services negatively impact on the government security.					
	Do you agree with public's perception that employee productivity in private businesses is better than Amini Sub County?					

D . Bureaucratic Initiatives to improve public employee productivity in Amini Sub County

No	Parameter	SA	A	NS	D	S
1.	Limiting hands of approvals provides quick time of initiation of development					
2.	Frequent evaluation provides room for accountability					
3.	Putting public's needs as first priority initiates development in the county					

4.	Public participation initiates equal distribution of resources					
5.	Adhering to government policy in procurement of items is essential					

Employee Productivity

No	Parameter	SA	A	NS	D	S
1.	In Aminiti Sub County, public services are delivered effectively					
2.	In Aminiti Sub County, public services are delivered efficiently					
3.	In Aminiti Sub County, there is quality delivery of public services					
4.	In Aminiti Sub County, there is timely delivery of public services					
5.	Aminiti Sub County is responsive to the needs of the public					
6.	In Aminiti Sub County, there is reliable delivery of public services					
7.	In Aminiti Sub County, public services are accessible					

INTERVIEW GUIDE

Introduction:

The purpose of the interview;

To gather management views on to organization role of bureaucracy, reward policies in place and management's level of commitment to provide these role of bureaucracy as direct links to employee productivity.

Age.....

Sex.....

Department.....

Position.....

Level of education.....

Role of bureaucracy and performance

1. How do you recruit staff in your department?
2. How do you measure the performance of the staff in your department?
3. How do you rate the performance of staff under your supervision? If it is very good/good/fair/poor, what makes their performance very good/good/fair/poor?
4. If the performance is fair or poor, what do you think could be the cause of poor performance by the staff?
5. Do you think the staffs in your department were recruited through the right procedures?
6. What are some of the role of bureaucracy that Aminiti Sub County follow when acquiring its employees?
7. What other factors do you think affect the performance of Aminiti Sub County staff besides role of bureaucracy?
8. In your department, do you think staff have job descriptions to guide their work?
9. How does Aminiti Sub County recognize the achievement of staff on a task well accomplished?
10. As a department what is normally done to poor performers if any?
11. Does Aminiti Sub County define the jobs available and then draw up a job description and person specification?

12. In your department do you do orientation and socialization?