

Investigating The Influence Of Government Bureaucratic Process On Service Delivery, A Case Study

Namayingo District Local Government

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Abstract

The purpose of this study was to assess the effects of bureaucratic processes on the public service delivery, a case of Namayingo district local government. This was a descriptive study focusing on process of implementing and results thereof. A case study was conducted in the department of Lands in Namayingo district. The study was guided by the following research objectives: to identify bureaucratic challenges which consumers encounter in public service delivery in Namayingo district local government, to determine how bureaucratic principles affect service delivery in Namayingo district local government and to examine the initiatives established by Namayingo district local government to improve delivery of services to its citizens. This Study was guided by Marxian class theory and Weberian bureaucratic theory. The population of study was the civil servants in the department of lands which was 121 and the sample size was calculated at 30% which translated to 36 respondents but successfully filled questionnaires were 30 thus representing a response rate of 83.3%. The data was collected using questionnaire. Data was analyzed through descriptive statistics using statistical package for social science (SPSS 22) in order to give quantifiable statistics and the results were presented in tables. The study found out that the majority of staff of Namayingo district local government, forming 73% of respondent accepts the fact that Officials of the Namayingo district local government have ability to influence social and economic development of the citizens, whereas 27% of the respondents disagreed to this fact. Further, the study identified the need for administrative reforms for better service delivery the District and hence the conclusion that district governments should embrace sturdy reforms in public sector to embrace new public management best practices that seek to reduce the bureaucratic processes for efficient service delivery.

Keywords: Government, Bureaucratic, Process and Service Delivery

Background of the Study

The concept of bureaucracy is often heard and used in connection with the management of public affairs and especially with the activities of public officials (Frank et al., 2023a). The real burden of government, which is to run the administration, falls on the shoulders of the bureaucracy, which is responsible for running the country. On a global scale, the system of bureaucracy is as old as ancient civilization (Frank et al., 2023b). It existed in ancient times in Rome, China, India and several other countries. Their duties were laid down in the statecraft (art or skill of managing government affairs) of those periods. Some progress reports are available on the history pages. However, their

responsibilities were limited to the areas of taxation, tax collection (Ramadhan, Alex, Kazaara, et al., 2023), record keeping, data collection for the king's information, conveying the king's orders to the public, keeping accounts, controlling the treasury and managing palace affairs (Ramadhan, Alex, Ariyo, et al., 2023). However, with the systematic development of statecraft in the Middle Ages and the development of the activities of modern states, the function of civil servants has greatly expanded.

Public services constitute a substantial share of all economic activity; in social sectors such as health, water and education, government-provided services are often particularly important. Effective public

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service delivery is also important from a microeconomic perspective: programmatic evaluations of micro-level interventions are often partly motivated by the assumption that successful interventions can be faithfully scaled by governments (F. Christopher, Muhindo, et al., 2022). Despite the importance of government effectiveness to citizen well-being, the public administration literature is almost devoid of concrete evidence linking practices in the civil service.

organizations to public goods outcomes (Faith, Kalikola, Ariyo, et al., 2023). Public services differ significantly from private sector services in many ways, the difference comes from the source of funding, where public services are defined as those services that are mainly or entirely tax-funded, and private sector service providers are funded by customers' money (Nelson, Christopher, Teddy et al., 2022). Accordingly, public services would include the following areas of public administration: Health authorities, education, defence, justice/home affairs and non-commercial organizations (Faridah et al., 2023). (Lydia et al., 2023) suggests that a client in a private business condition will proceed to purchase and spend a given item or administration depending on the level of fulfillment obtained from such an item and the reasonableness of the cost. In this way, it is guaranteed that a high quality of item maintenance or management is an essential factor for the survival and development of both open and private segment associations (Ivan et al., 2023).

With the ultimate goal of obtaining open certainty and achieving the expected financial increase, governments have put forward regulatory changes in the administration of the general population.

Problem Statement

(Wegulo et al., 2023), state that demands for institutional reform indicate that the public bureaucracy is too complex, centralized and rigid, as well as too little oriented to the needs of citizens. This further suggests that the time has come for local authorities to reform their service delivery bureaucracy (Abiodun & Christopher, 2024).

(Akankwasa et al., 2022) refers to organization as a perfect and normal kind of organization useful for achieving positive results. In any case, he notes the dysfunction of the organization due to excessive use of its control standards by officials. In fact, unnecessary administration has an adverse impact on social and monetary progress, especially in poor countries. (Faith, Kalikola, Kazaara, et al., 2023) observes that unwise administration makes open associations more binding and self-serving, less ready to fulfill their mission at the center and less receptive to the benefit of clients; nepotism. It is portrayed by bureaucracy, fear of development, poor client administration and duplication of work techniques, strict adherence to methods, poor administrative practices and low spirits (T. Christopher & Turyasingura, 2024). Many organizations have in mind the ultimate goal of surviving difficulties in a deeply aggressive state; private associations in particular are centralizing and debureaucratizing their regulatory procedures to improve administration.

Governments around the world are faced with the challenges of revitalizing public services to deliver more efficient and cost-effective services, especially in Uganda. However, citizens have come to demand public services that are timely (Ntirandekura et al., 2022), of good quality and convenient, without due processes or where or by whom the services are provided. Namayingo District Local Government is one of the 132 districts in Uganda, located in Eastern Uganda and bordering Kenya to the east and Busia District to the south. It is about 152 km by road from the capital Kampala.

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The primacy of the public service customer dictates that the public service provides services that respond to the needs of its primary customer and the public (Derrick et al., 2023). Service standards should be set in line with customer expectations for efficient, fast and friendly service. Consumers are concerned with the reliability, trustworthiness, availability, and timelines of service delivery (Nelson, Christopher, Teddy, et al., 2022).

According to (Nicholas & Alex, 2024), efficient, responsive and fast service delivery is now a prominent agenda in most countries. People cannot get easy access to public services if they do not know in advance about the formalities and other requirements related to receiving public services. An informed citizen can properly seek out a duty-fulfilling service on their side. Therefore, the provision of information about the bureaucracy and the provision of public services have a strong relationship (Sophie & Crispus, 2024). The provision of services can be viewed from two perspectives; one from the perspective of the service provider and the other from the perspective of the service requester. Pervasive ignorance on the part of service seekers and lack of citizen-friendly approach (responsive behavior or positive attitude) on the part of service providers can lead to slow and inefficient service delivery (Gracious, 2023).

According to PSM (2003), public service standards should be instructed in accordance with the expectations of customers or citizens for efficient, fast and friendly services. Consumer concerns relate to reliability, trustworthiness, availability, and time schedules for service delivery (F. Christopher, Komunda, et al., 2022). The question of this study is very much about public service delivery in Namayingo district, the local government has become more bureaucratic. The study sought to determine the effects of bureaucratic processes on public service delivery in Namayingo District Local Government.

Specific Objectives

1. To determine how bureaucratic structures, affect service delivery in Namayingo district local government.
2. To examine how bureaucratic initiatives by Namayingo district local government affect public services.
3. To identify how bureaucratic challenges, affect public service delivery in Namayingo district local government.

Methodology

Given the quantity of executives in Namayingo district local government, a stratified testing system was utilized to give a top to bottom investigation on the impacts of administration on people in general administrations conveyance among the district governments in Namayingo district local government (Abiodun & Christopher, 2024). The investigation centered around benefit conveyance in the branches of Land inside Namayingo district Sub District. The objective populaces are the civil servants in the division of Land. These incorporated; sub district arrive overseer and his appointee, five ward executives, five zone boss (one from each ward) and five chamber of senior citizens from each ward (Lu et al., 2013). This was summarized in the table 1 below;

Table 1 Target Population

Category	Population (Frequency)	Percentage %

Senior staff	25	20.7
Middle level staff	42	34.7
Low level staff	54	44.6
Total	121	100.0

Source: Primary data, 2023

As per Mugenda and Mugenda (2003) a sample of 30 items can be taken to represent a population as a sample of the population under study. From the population above of 121, a sample of 30% from each group in proportions was taken through stratified random sampling. The selection is displayed in the table below (Nafiu, 2012).

Table 2 Sample Size

Sections	Population (Frequency)	Sample Ratio	Sample
Senior staff	25	0.3	7
Middle level staff	42	0.3	13
Low level staff	54	0.3	16
Total	121	0.3	36

Source: Researcher, 2023

Both primary and secondary data were used. Primary data was obtained through questionnaires and the secondary data were obtained from the staff working in various departments and the beneficiaries of the district services. Qualitative methods were used to complement the quantitative data (Anwar et al., 2022). The Questionnaires were sub-divided into sub sections based on the major research questions except for the first sub section which captured the demographics of the participants (Nafiu et al., 2013). Data was analyzed through descriptive statistics using statistical package for social science SPSS 22 in order to give quantifiable statistics and the results were presented in tables (Nelson, Christopher, & Milton, 2022). The free factor which is bureaucratic procedures was estimated as far as administration expert division of work, Hierarchy of authority that increase channels of approvals Impersonality, Framework of Rules and employment in light of Technical capability (Jallow et al., 2021). Public service as a dependent variable was estimated as far as enhanced performance which was further estimated in terms of Quality of Service, Community Project ownership, Effective Completion of Projects (Olanrewaju et al., 2021).

RESULTS

Table 3 Delays on the turnaround time on Service delivery due to interdepartmental partnerships within
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the District

	Frequency	Percentage
Strongly Agree	15	50
Agree	7	23.3
Disagree	5	16.7
Strongly Disagree	3	10
Total	30	100

From the above table 3, 15 (50.0%) strongly agreed that there exists delays on service delivery turnaround time due to interdepartmental partnerships within the Namayingo district local government while 7(23.3%) agreed, 5(16.7%) disagreed, and another 3 (10.0%) strongly disagreed. This showed that respondents agreed that interdepartmental bureaucracy put delays on the service delivery.

Table 4 Interdepartmental bureaucracy lowers the desired efficiency and productivity

	Frequency	Percentage
Strongly Agree	11	36.7
Agree	8	26.7
Disagree	6	20
Strongly Disagree	5	16.6
Total	30	100

The above table 4, 11(36.7%) strongly agreed that interdepartmental bureaucracy lowers the desired efficiency and productivity. while 8(26.7%) agreed, 6 (20 %) of the respondents disagreed, and finally 5(16.6%) strongly disagreed. This indicates that too much bureaucracy between departments lowers efficiency and productivity of service delivery support (Ntirandekura & Christopher, 2022) on their study as discussed in chapter two.

Table 5 Departments have the technical capacity required to carry out its functions.

	Frequency	Percentage
Strongly Agree	6	20
Agree	4	13.3
Disagree	11	36.7
Strongly Disagree	9	30
Total	30	100

The above table 5, 6 (20.0%) strongly agreed that departments have the technical capacity required to carry out its functions. while 4(13.3%) agreed, 11(36.7%) of the respondents disagreed and the 9 (30%) finally strongly disagreed. 66.7% which marks the majority disagreed meaning that departments don't have the required technical capacity to carry out their functions hence coming out clearly as one of the bureaucratic challenges being faced in the district (Isaac et al., 2023). This may raise concerns on how staffing is being done. As most offices are staffed by relatives and political allies, utilizing conventional methods of association and meritocracy is not given a priority, finding that is consistent with observations of Nukunya, 2001.

Table 6: There are established procedures to guide every office as to the way of working.

	Frequency	Percentage
Strongly Agree	11	36.7
Agree	9	30
Disagree	6	20
Strongly Disagree	4	13.3
Total	30	100

The above table 6, 11(36.7%) strongly agreed that there are established procedures to guide every office as to the

way of working. whereas 9(30%) agreed, 6(20.0%) of the respondents disagreed and lastly 4(13.3%) strongly disagreed. With 66.7% of respondents being in agreement makes this finding to be in consistent with the fact that bureaucracy establishes several rules in order to maintain its structure as also reported by (Isaac et al., 2023)

Table 7: It is necessary to have these rules and regulations directing your conduct and ways of working.

	Frequency	Percentage
Strongly Agree	7	23.3
Agree	13	43.3
Disagree	6	20
Strongly Disagree	4	13.3
Total	30	100

The above table 7, 7(23.3%) strongly agreed that it was necessary to have these rules and regulations directing your conduct and ways of working. Whereas 13 (43.3%) agreed, 6(20%) of the respondents disagreed and the lastly 4(13.3%) strongly disagreed. With majority agreeing to this statement makes this is also consistent with other studies as discussed in chapter two where organization work like a machine where every part is operating in a specific way for the advancement of the whole (Edgar & Moses, 2023)

Table 8: you are working according to rules and regulations to maintain structure.

	Frequency	Percentage
Strongly Agree	8	26.7
Agree	14	46.7
Disagree	5	16.7
Strongly Disagree	3	10
Total	30	100

The above table 8, 8(26.7%) strongly agreed that the working according to rules and regulations to eliminate favoritism. While 14(46.7%) agreed, 5(16.6%) of the respondents disagreed and the lastly 3 (10%) strongly disagreed. This finding is consistent with the fact that bureaucracy establishes several rules in order to maintain its structure. Hence management is capable of monitoring outcomes that lends itself towards

standard services and products as well as quality control as also echoed by (Wegulo et al., 2023).

Table 9: Officials of the Namayingo district local government have ability to influence social and economic development of the citizens.

	Frequency	Percentage
Strongly Agree	4	13.3
Agree	5	16.7
Disagree	18	60
Strongly Disagree	3	10
Total	30	100

The above table 9, 4(13.3%) strongly agreed that the officials of the Namayingo district local government have ability to influence social and economic development of the citizens. Whereas 5(16.7%) agreed, 18(60.0%) of the respondents disagreed and the finally 3(10 %) strongly disagreed. It came out clearly the Namayingo district local government officials were not in a position to influence the socioeconomic development of the people through public service giving a backing to meritocracy.

Table 10: Namayingo district local government needs administrative reforms for better service delivery.

	Frequency	Percentage
Strongly Agree	6	20
Agree	18	60
Disagree	4	13.3
Strongly Disagree	2	6.7
Total	30	100

The above table 10, (20.0%) strongly agreed that the Namayingo district local government needs administrative reforms for better service delivery. whereas 18(60%) agreed, 4(13.3%) of the respondents disagreed and the finally 2(6.7%) strongly disagreed. This means that there is a need for administrative reforms in the district for effective service delivery and offers support to the work of (F. Christopher, Komunda, et al., 2022).

Table 11: Inadequate salary and remuneration of the workforce affect the quality and

effectiveness of service delivery.

	Frequency	Percentage
Strongly Agree	7	23.3
Agree	18	60
Disagree	3	10
Strongly Disagree	2	6.7
Total	30	100

The above table 11, 7(23.3%) strongly agreed that the inadequate salary and remuneration of the workforce affect the quality and effectiveness of service delivery. while 18(60.0%) agreed, 3(10.0%) of the respondents disagreed and the finally 2(6.7%) strongly disagreed. As one contemplates on administrative reforms, a review of remuneration schemes is key as this will ensure enhancement of service delivery (Winny et al., 2023).

Table 12 Do you agree that customer service you rendered and the time it takes to answer customer request is unsatisfactory

	Frequency	Percentage
Strongly Agree	3	10
Agree	5	16.7
Disagree	16	53.3
Strongly Disagree	6	20
Total	30	100

The above table 12, 3 (10%) strongly agreed that the customer service rendered and the time it takes to answer customer request is unsatisfactory. while 5(16.7%) agreed, 16 (53.3%) of the respondents disagreed and the finally 6(20.0%) strongly disagreed. This means that the officials of the district do agree and appreciate that

the service delivery of the district is below the acceptable level.

Table 13 Service delivery by public officials at the Namayingo district local government is facilitated depending on whom you know.

	Frequency	Percentage
Strongly Agree	7	23.3
Agree	14	46.7
Disagree	6	20
Strongly Disagree	3	10
Total	30	100

The above table 13, 7(23.3%) strongly agreed that the service delivery by public officials at the Namayingo district local government is facilitated depending on whom you know. While 14(46.7%) agree to this, 6(20%) of the respondents disagreed and the lastly over this 3(10.0%) strongly disagreed. This gives further evidence to Nukunya, 2001 work where he notes that most offices are staffed by relatives and political allies, utilizing conventional methods of association and meritocracy is not given a priority.

Table 14: Public reaction for poor services negatively affects the government security.

	Frequency	Percentage
Strongly Agree	9	30
Agree	14	46.7
Disagree	4	13.3
Strongly Disagree	3	10
Total	30	100

The above table 14, 9(30.0%) strongly agreed that public reaction for poor services negatively affects the government security. Whereas 14(46.7%) agreed, 4(13.3%) of the respondents disagreed and the finally 3(10.0%) strongly disagreed. Majority agreed to this statement backing Quang & Vuong, 2002, as seen earlier.

Table 15: Do you agree with public's perception that service delivery in private**Businesses is better than within Namayingo district local government?**

	Frequency	Percentage
Strongly Agree	10	33.3
Agree	14	46.7
Disagree	3	10
Strongly Disagree	3	10
Total	30	100

The above table 15, 10(33.3%) strongly agreed with public's perception that service delivery in private businesses is better than within Namayingo district local government.

=While 14(46.7%) agreed, 3(10%) of the respondents disagreed and the finally 3(10%) strongly disagreed. With majority agreeing to this statement echoes the fact that participative management style is deemed as flexible in promoting cooperation and motivation of employees and hence better services (Quang& Vuong, 2002).

Table 16: Descriptive analysis Interpretation table

Mean Range	Description	Interpretation
3.26-4.00	Strongly agree	Excellent
2.51-3.25	Agree	Good
2.1-2.50	Fairly agree	Fair
1.76-2.0	Disagree	Poor
1-1.75	Strongly disagree	Very poor

Results in table 16 indicate that the levels of (IV and DV) are generally **fair** and which was pointed out by overall average of 2.265, the highest rated attribute was of the Public reaction for poor services negatively affects the government security. (Mean= 2.93), and then the rest of the attributes were in the following sequence; Inadequate

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salary and remuneration of the workforce affect the quality and effectiveness of service delivery (Mean=2.73), Namayingo district local government needs administrative reforms for better service delivery (Mean=2.73, There are established procedures to guide every office as to the way of working (Mean=2.67), It is necessary to have these rules and regulations directing your conduct and ways of working (Mean=2.37, You are working according to rules and regulations to eliminate favoritism, (Mean=2.33) (Nelson et al., 2023), The function of your department depends on partnership with other departments within the Namayingo district local government (Mean=2.23), Officials of the Namayingo district local government have ability to influence social and economic development of the citizens (Mean=2.13), Do you agree with public's perception that service delivery in private businesses is better than Namayingo district local government? (Mean=2.13), and the least rated attributes were; that Departments have the technical capacity required to carry out its functions.(Mean=2.0), Partnership of departments collectively produces the desired efficiency and increase in productivity (Mean =2.00) and Do you agree that customer service you rendered and the time it takes to answer customer request is unsatisfactory? (Mean=2.00).

Conclusion

Public service delivery is the provision of essential goods and services and ensuring timeliness in the delivery of such services. Whereas the private sector serves as the national growth engine, public sector on the other hand prides itself as the fuel so much needed to propel that given engine to function prosperously. Conversely, the overall view on public service delivery has not been appealing as is filled with criticisms of excessive bureaucratic procedures with the aim of extorting monetary resources from prospective consumers, thus tainting the social and economic fabric of development and worsening the anguish of the people. Bureaucracy shall remain only a dictionary terminology until the district government practices sturdy reforms in public sector.

Recommendations

Policy Implication HR Recruitment Policy

Namayingo district local government Recruitment Policy ought to be based on merit even if it means outsourcing from other districts just to avoid hiring of staff with bias to family, political affiliation, ethnicity and religious orientation. If Namayingo district local government wants enhancement of operations to a significantly level, it has to revolutionize situations where less qualified and inexperienced people were hired into key job positions.

HR Training Policy

Periodic training is key to the district staff of in line with the canons of New Public Management System, which is specific to; improvement of quality of services delivery to the clients; observance of consumer centered principles; reduction of rigidity; inflexibility in public service delivery and involvement of clients in designing and packaging of service delivery system. This will bolster the customer's confidence on the performance of Namayingo district local government in service delivery. As a devolved government mandated by law to support productive economic activities and development (community

health and sanitation, essential services such as infrastructure; roads, bridges and basic education) public participation in Namayingo district local government's activities is very key to the thriving implementation of its development policies.

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