



KENYATTA UNIVERSITY

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

DEPARTMENT OF PUBLIC POLICY AND

ADMINISTRATION

**EFFECTS OF BUREAUCRATIC PROCESSES ON PUBLIC SERVICE
DELIVERY (STUDY OF MANDERA COUNTY, KENYA)**

BY

ABDIAZIZ OMAR MOHAMED

C153/OL/CTY/26731/2014

**A RESEARCH PROPOSAL SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF PUBLIC POLICY AND ADMINISTRATION AT
KENYATTA UNIVERSITY**

OCTOBER, 2019

DECLARATION

I, Abdiaziz Omar Mohamed, hereby declare that, that this submission is my own work towards the MPPA and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for award of any other degree of the University, except where due acknowledgement has been made in the text.

Signature..... Date.....

Abdiaziz Omar Mohamed

C153/OL/CTY/26731/2014

I confirm that the work reported in this proposal has been carried out by the candidate under my supervision.

Signature..... Date.....

Dr. Wilson Muna

Lecturer,
Department of Public Policy & Administration,
School of Humanities & Social Sciences,
Kenyatta University

DEDICATION

I dedicate this project to my parent and my supervisor Dr. Wilson Muna.

May God reward you abundantly.

ACKNOWLEDGEMENT

My special thanks to the Lord God Almighty for granting me the opportunity to be part of this programme and for bringing me to a successful end. I would like to express my sincere appreciation to all who contributed toward the completion of this project. I am particularly very grateful for extraordinary advice, guidance and concern accorded to me by my supervisor Dr. Wilson Muna who went a long way in shaping the quality of this project. His encouragement and availability

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
OPERATIONAL DEFINITION OF TERMS	xi
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Public Services Delivery	4
1.1.2 Mandera County Government.....	4
1.2 Problem Statement.....	5
1.3 Research Objectives	6
1.4 Research Questions:	7
1.5 Justification.....	7
1.5 Scope of the Study.....	7
1.6 Limitation of Study.....	8
CHAPTER TWO : LITERATURE REVIEW AND THEORETICAL FRAMEWORK	9
2.1 Introduction	9
2.2 Empirical Review	9
2.2.1 Bureaucratic Initiatives and Public Service Delivery	9
2.2.2 Bureaucratic structure and Public Service Delivery	11
2.2.3 Bureaucratic Challenges and Public Service Delivery.....	16
2.3 Theoretical Framework.....	19
2.3.1 Bureaucratic theory	19
2.3.2 Marxian Class Theory	20
2.3.3 Street Level Bureaucracy	21
2.4 Conceptual framework	22

CHAPTER THREE: RESEARCH METHODOLOGY.....	24
3.1 Research area.....	24
3.2 Research Design	24
3.3 Target Population	24
3.4. Sampling Technique.....	25
3.5 Data Management.....	26
3.5.1 Data type and source	26
3.5.2 Data Collection Method	26
3.5.3 Validity.....	26
3.5.4 Reliability	27
3.5.5 Data Analysis Technique	27
3.6 Research Instruments.....	27
3.7 Ethical Considerations:.....	27
CHAPTER FOUR : DATA PRESENTATION AND ANALYSIS.....	29
4.1 Introduction	29
4.2 Bureaucratic Challenges on Service Delivery	31
4.3 The effect rules and principle of innovation.....	33
4.4 Demonstrated by Bureaucracy.....	34
4.5 Demonstrated by public service delivery	36
CHAPTER FIVE : SUMMARY, CONCLUSION AND RECOMMENDATIONS	41
5.1 Introduction	41
5.2 Summary.....	41
5.2.1 Bureaucratic Challenges and Service Delivery	41
5.2.2 How bureaucratic principles affect service delivery in Mandera county	41
5.2.3 The initiatives established by Mandera county to improve delivery of services to its citizens.....	42
5.3 Conclusion.....	42
5.4 Recommendations	42
5.4.1 Policy Implication	42
5.4.2 Contribution of the Study to New Knowledge.....	43
5.4.3 Further studies	43

REFERENCES.....	44
APPENDICES	48
Appendix I: Transmittal Letter	48
Appendix II: Map	49
Appendix III: Time Frame.....	50
Appendix IV: Project Proposal Budget	51
Appendix V: Questionnaire	52

LIST OF TABLES

Table 3.1 Target Population.....	25
Table 3.2 Sample Size.....	25
Table 4.1 Distribution by Age of Respondents.....	29
Table 4.2 Demonstrated by Sex of the Respondents	30
Table 4.3 Qualification	30
Table 4.4 Length of Service.....	31
Table 4.5 Delays on the turnaround time on Service delivery due to interdepartmental partnerships within the County	31
Table 4.6 Interdepartmental bureaucracy lowers the desired efficiency and productivity	32
Table 4.7 Departments have the technical capacity required to carry out its functions.	32
Table 4.8 There are established procedures to guide every office as to the way of working.	33
Table 4.9 It is necessary to have these rules and regulations directing your conduct and ways of working.	33
Table 4.10 You are working according to rules and regulations to maintain structure.	34
Table 4.11 Officials of the Mandera County have ability to influence social and economic development of the citizens.	34
Table 4.12 Mandera County needs administrative reforms for better service delivery.....	35
Table 4.13 Inadequate salary and remuneration of the workforce affect the quality and effectiveness of service delivery.....	35
Table 4.14 Do you agree that customer service you rendered and the time it takes to answer customer request is unsatisfactory	36
Table 4.15 Service delivery by public officials at the Mandera County is facilitated depending on whom you know.....	36
Table 4.16 Public reaction for poor services negatively affects the government security.	37
Table 4.17 Do you agree with public’s perception that service delivery in private businesses is better than within Mandera County government?	37
Table 4.18 Descriptive analysis table	38
Table 4.19 Descriptive analysis Interpretation table.....	39

LIST OF FIGURES

Figure 2.1 Conceptual Framework 22

ABBREVIATIONS AND ACRONYMS

HRM	-	Human Resource Management
M&E	-	Monitoring and Evaluation
NACOSTI	-	National Commission for Science, Technology and Innovation
PEF	-	Private Enterprise Foundation
PSM	-	Public Systems Management

OPERATIONAL DEFINITION OF TERMS

- Bureaucracy** - Is a form of governance that allows important decisions to be made by state officials.
- Bureaucratic initiatives** - It refers to the ways in which government or organization deals with the issue of execution administration in broad daylight organizations.
- Bureaucratic processes** - It refers to rules, standardized procedures that are applied by organization or government in administration.
- Bureaucratic structure** - A codified set of role expectations specifying who is expected to do what, how, and when within the county.
- Public service** - This refers to service which is provided by government to people living within its jurisdiction, either directly through the public sector.

ABSTRACT

The purpose of this study was to assess the effects of bureaucratic processes on the public service delivery, a case of Mandera County. This was a descriptive study focusing on process of implementing and results thereof. A case study was conducted in the department of Lands in Mandera East. The study was guided by the following research objectives: to identify bureaucratic challenges which consumers encounter in public service delivery in Mandera County, to determine how bureaucratic principles affect service delivery in Mandera County and to examine the initiatives established by Mandera County 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 Mandera County, forming 73% of respondent accepts the fact that Officials of the Mandera County 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 County and hence the conclusion that county 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.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

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 service delivery 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 services 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.

Keeping in mind the end goal to win open certainty and make expected financial increases, governments have presented regulatory changes in the general population administrations.

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.

Keeping in mind the end goal to survive the difficulties postured in a profoundly aggressive condition, numerous organizations; particularly private associations have moved concentration and are de-bureaucratizing their regulatory procedures for better administration conveyance.

For any nation to create, it is extremely basic for its administration to give merchandise and enterprises that the private division does not more often than not wander into, particularly water, sanitation, squander transfer, street, wellbeing, lodging, instruction, power, and so forth. These administrations, as indicated by World Bank Report (1997), are typically those that the private division does not have any desire to give or those that individuals can't manage the cost of the cost at the given market esteem (Oyelaran-Oyeyinka, 2006).

At the point when open establishments neglect to meet the desires for shoppers in benefit conveyance, the gradually expanding influences result in grave outcomes on political, social and

financial development of a state. As per an investigation done in Ghana by Private Enterprise Foundation (PEF) (2008), the nature of utility administration conveyed to the private part by the legislature is by and large poor and these outcomes progressively in organizations causing immense spontaneous expenses.

1.1.1 Public Services Delivery

Public services as referred to by Private Enterprise Foundation (PEF) (2008), are water, electricity, waste management, health, housing, business registration and road networks. Further to this, making sure they reach the people and places they are intended to for social and economic growth. However, issues that resurrect public displeasure are the manner in which these services are delivered by public institutions concerned. Complaints from clients/consumers are that public officials are not responsive and mishandle businesses and people who approach them for services.

Governments around the world face challenges of revitalizing the public services to deliver a more efficient and cost effective services especially in Kenya. However, citizen began to therefore demand public services that are of timely, quality and convenient devoid of the processes involved or where or by whom the services is delivered.

1.1.2 Mandera County Government

Mandera County is one of the 47 Counties in Kenya, situated in the North Eastern piece of Kenya and outskirts Ethiopia toward the North, Somalia Republic toward the East and Wajir County toward the South. It is around 1,100km from the capital city of Nairobi by street. The district has a rough populace of 1,025,756 and spreads a territory of 25,991.5 km. The County Administratively is subdivided into six Sub Counties to be specific Mandera West, Mandera

South, Banisa, Mandera North, Mandera East and Lafey and 30 managerial wards. Populace appropriation by job zones is as per the following; peaceful economy zone in the east and the focal passageway, agro peaceful economy zone in the west and inundated trimming zone in the north along the Daua River.

Mandera is a case of a network underestimated joined with internecine clashes, pockets of radicalism, poor human advancement, cross outskirts fear mongering, which has caught its kin in destitution, hopelessness and edginess. Social standards like status of the ladies, FGM and forced marriage aggravates it. Among poor people, disparities hurt ladies and young ladies most. Nonetheless, things are turning upward. Kenya's choice to lapse government, putting significantly more power in the hands of nearby experts, is affecting the ground. Pointers, for example, number of wellbeing offices offering essential maternal and tyke wellbeing, and the quantity of ladies conceiving an offspring in a wellbeing office are making strides. Similarly as basic to these upgrades is the as of late settled private segment's coalition to change the wellbeing scene of this province.

1.2 Problem Statement

Wise et al (1993) quoting March & Olsen (1989), state that demands for institutional reform suggest that public bureaucracies are too complex, centralized and rigid, as well as too little oriented toward the needs of citizens. This further suggests that a time has come for local authorities to reform their bureaucracy in service delivery. The primacy of the customer of public service dictates that the Civil Service provides services that are responsive to the needs of its primary customer and the public. The standards of service should be stipulated in line with

customer expectations for efficient, fast and friendly services. Consumer concerns are for reliability, credibility, accessibility and timelines in service delivery (PSM, 2003).

According to Tamrakar (2010) efficient, responsive and prompt service delivery is now prominent agenda of most countries. People cannot get easy access to public services if they don't know about formalities and other requirements in connection with receiving public services in advance. Informed citizen can properly seek service fulfilling the responsibilities in their side. Therefore, the provisions of bureaucracy information and public service delivery have strong relationship. Service delivery can be seen from two perspectives; one from service provider's perspective and another from service seeker's perspective. Pervasive unawareness on the part of the service seekers and lack of citizen friendly way (responsive behavior or positive attitude) on the part of the service provider can lead to slow and ineffective service delivery (Tamrakar, 2010).

As per PSM (2003) the standards of public service should be instructed in line with customer or citizen expectations for efficient, fast and friendly services. Consumer concerns are for reliability, credibility, accessibility and timelines in service delivery. The issue of this study is much concerning about public service delivery in Mandera County has become more bureaucratic. The study sought to determine effects of bureaucratic processes on public service delivery in Mandera County.

1.3 Research Objectives

- i. To determine how bureaucratic structures affect service delivery in Mandera County.
- ii. To examine how bureaucratic initiatives by Mandera County affect public services.
- iii. To identify how bureaucratic challenges affect public service delivery in Mandera County.

1.4 Research Questions:

- i. How do bureaucratic structures affect service delivery in Mandera County?
- ii. How do bureaucratic initiatives by Mandera County affect public services?
- iii. How do bureaucratic challenges affect public service delivery in Mandera County?

1.5 Justification

Bureaucratic processes are doing more harm than good in public service delivery in county government. The study would allow comparison of public service efficiency in Mandera 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.

1.5 Scope of the Study

This study on the effects of bureaucratic processes on the public service delivery among the county governments will cover the bureaucratic challenges which clients face in land related businesses, the extent to which bureaucratic principles affect service delivery and seek ways

through which the County of Mandera can improve service delivery for enhanced consumer satisfaction in the Land Department in Mandera East Sub county.

1.6 Limitation of Study

Like all empirical studies, this research study also has its own limitations due to the methodology that will be employed. Use of questionnaire to collect data always has also its own limitations, since responses could be biased because of the common method used for the collection of all data. This will address by ensuring that extensive care is taken when designing the questionnaire and the pilot study to refine the questions, still the criticism of the survey method can never be completely ignored and should be taken into account.

From generalization of the results point of view, measuring research questions based on the opinion of the respondents would limit our generalization of the findings. As a result of this, the study may not investigate other bureaucracy characteristics due to data constraints. Therefore important factors such as insider ownership, employment based on technical qualification, purposely impersonal among others would not be included. Furthermore, the delivery of public service is influenced by other factors than just bureaucracy.

The social, legal, economic and the political environment are equally important. It is therefore suggested that future research should consider some of these factors in exploring the effect of bureaucracy on public service delivery. However, the above mentioned constraint will not invalidate the findings of the study but rather pave way for future research on the concept and any related topic.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter outlines literature review on the effects of bureaucratic processes on public services delivery. It also presents theoretical framework and conceptual framework showing the links between the dependent and independent variables.

2.2 Empirical Review

2.2.1 Bureaucratic Initiatives and Public Service Delivery

It is conceivable to state that there are two general ways to deal with the issue of execution administration in broad daylight organizations, which set up various types of mix between components of control and adaptability/flexibility (Pacheco, 2009).

The primary approach is guided by the "standard of enhancement" and depends on the suspicion of the division between the minutes and cases of basic leadership, execution and assessment of moves made by officials (i.e. partition amongst means and closures). In this sense, the undertaking of execution administration includes the foundation of instruments and assessment frameworks that are free, outside from the substantive settings of assignment execution (choices, practices and practices in every circumstance or particular case). These frameworks by and large comprise of formal techniques, for example, markers and quantitative targets, which fill in as outside, and as far as anyone knows objective, parameters to judge the achievement or disappointment of the activities executed (Pires, 2009).

This general approach has been built up chiefly through the dispersal of "managerialist" models for open segment associations, roused by the new open administration development. New Public Management ended up one of the mantras of open division change all through the world in the 1980's and 1990's. With regards to state disappointment, of poor execution of its administrations, and of the across the board discontent with the activities of governments, the new open administration approach conveyed to the focal point of the discussion the worry for execution in the general population division (Jann and Reichard, 2002). With its attention on results and on advancing people in general spending plan, the administrative approach guaranteed upgrades in bureaucratic proficiency and responsibility through the formation of motivating force frameworks that would coordinate civil servants (the specialists) to meet the objectives set by strategy producers, political agents and nationals (principals) in the arrangement of open merchandise and ventures. Endeavoring to defeat the mix-ups of the past, for example, the accentuation on procedural controls, the managerialism proposition is enlivened by a development in the private part that fundamentally includes the burden of objectives and markers to gauge the execution of associations and their specialists, with a solid accentuation on motivations in light of installments, for example, execution related pay frameworks (Kettl, 1997).

Under this model, open division associations should center around an arrangement of execution objectives that can be characterized in a particular shape, quantifiable and quantifiable. Every civil servant in the association ought to accomplish some portion of the general objective. Managers continually screen the execution of their civil servants as far as accomplishing those objectives, taking as references markers of quantitative outcomes. With a specific end goal to

effectively oversee impetuses, administrators disperse rewards to those workers who intermittently meet the set up objectives.

2.2.2 Bureaucratic structure and Public Service Delivery

Bureaucracy is a form of governance that allows important decisions to be made by state officials. This means that the people in charge are not elected representatives that are chosen by the people, but rather very qualified and experienced people in whatever field is being dealt with. They are there to implement government policies and to put the laws and orders given by officials into play (Ritzer, 2004). There are many different viewpoints and opinions on the subject of bureaucracy, let's take a look at the arguments from both sides.

Control portrays lots of management, a bureaucratic structure which has a very strong boundary. Commands and expectations are all very clear and well communicated. Authority is not spread; instead this is centralized among employees. Job descriptions are specialized and detailed. Over time, bureaucracy establishes several rules in order to maintain its structure. Management is capable of monitoring outcomes that lends itself towards standard services and products as well as quality control. In Mechanistic, exerting intense and tight control, bureaucracies tend to work like machines made up of different gears and cogs, every part functioning and serving entirely (Hamud, 2015). This might sound dystopian, seeing organization working like machines but this is quite an advantage because this enables management to focus on coordinating effort and success. This approach works best in conventional environments. Humming along mechanically, order of bureaucratic organizations fit together with stability enabling companies to move relentlessly towards its set strategic goals.

An economy of Scale is expressed in grouping jobs categorically by function breeds particular economies. Departments share resources efficiently. Bureaucratic structures require specialization of jobs leading to economies of scales as workers and employees function and work repetitively with increased efficiency, proficiency and productivity. Low Morale is expressed in jobs are specialized; there is the tendency that it would be repetitive. This can lead to boredom in some employees and may also lead to dissatisfaction. Employees are not judged on the way they can uniquely deliver a job but on how they fulfill their main functions. Employee disempowerment rooted from centralized structure (Smadar, 2014). With bureaucratic structure holding more authority, employees become passive, helpless and indifferent to the goals of the company.

Absence of Maneuverability is shown in structure which stops a company from quickly maneuvering (John, 2007). The changes in certain procedures must pass through chains of evaluations and commands before getting approval. In stable settings, this rigidity is not really an issue but in volatile scenarios, the inability to change quickly can pose real problems. Lumbering companies cannot move abrupt competitive threats. Relevance as in particular company that brings up rear in market forces adjustments is impossible to become a leader in the industry. Disempowered employees lack the freedom to innovate for higher or better positions within the company especially when abrupt market shift happen. Between lack of maneuverability and difficulty in innovating, companies that are employing bureaucratic structures has the risk of becoming superfluous in their own specialty or industry. Organization and intemperate control, usually known as formality, has a solid impact in any nation's economy (Sashkin, 2003). Formality incorporates a wide range of principles, printed material, licenses, duties, techniques or necessities which can be urgent when setting up an organization or working together in

another market. Despite the fact that there might be awesome business openings, numerous associations modest far from the supposed 'business-unpleasant' nations.

The state is made out of various organizations at national and neighborhood levels, to control strategy concerning government accounts and tax assessment, the military, financial creation, law, transport, interchanges, and so on in the event that businesses are run or managed by express, this task is normally composed bureaucratically (Ritzer, 2009). Most administrations run or managed by the state, including tutoring, medicinal and welfare administrations, are taken care of as indicated by bureaucratic standards. To be sure, with couple of special cases it might be said that the cutting edge state is comprised of administrations. It is helpful to contrast administration and the industrial facility arrangement of creation.

The prior arrangement of creation was the 'putting-out' framework: laborers delivered products for the market time permitting and under their own particular control, regularly taking every necessary step at home. Entrepreneurs may deal with crude materials and furthermore retail circulation, yet control over the speed and technique for creation stayed in the hands of the laborers (Quang et al, 2002). The processing plant framework gathered these specialists together in directed working environments. As indicated by Quang, this did not at first increment the yield of merchandise for a given contribution of materials and work. A similar generation techniques were utilized. (Work sparing mechanical developments came after the foundation of the industrial facility method of generation.) In reality overheads in gear and supervision were higher, so by and large creation productivity was lower than with the putting-out framework. Yet, the manufacturing plant framework permitted industrialists more prominent control: they could constrain specialists to work longer hours, and could control the yield all the more firmly. The entrepreneurs expanded their benefits and utilized this to broaden their control.

Adam Smith utilized the case of stick fabricate to contend that the processing plant division of work expanded proficiency significantly. The rationale behind this case has been detonated by demonstrating that the expanded efficiencies of the division of undertakings (drawing the metal, rectifying it, cutting it, pointing it, crushing it, and so on.) don't require a relating specialization of workers. The errands can similarly also be finished by a similar individual, in a steady progression (Nukunya, 2001)

Factory systems which are best examples of Bureaucracy, shows how to organize workers. Manual workers are organized in the factory system. On the other hand, mental workers are organized by office bureaucracy. Office and factory bureaucracy are jointly warranted by their supposed efficiency. Some of the office and factory bureaucracies are efficient in some senses, others are not although efficiency is not the motivating force in the wake of bureaucratization (Max, 2015). Key to note is that both the bureaucracy and factory system are organizational forms that aid elites' centralized control that is facilitated by fine division of labour and hierarchy.

Bureaucracy is seen as a political system (Latif, 2006) as authored by Deena Weinstein in her book 'Bureaucratic Opposition'. She states categorically that bureaucracies are similar to authoritarian nations as in both scenarios people are anticipated to; stay in their workplaces, do as they are told by seniors, and to offer suggestions only when asked to lastly by identifying strictly and solely with the official and the rulers ideology.

One vital distinction amongst organizations and states is that most administrations depend just on peaceful authorizations against dissenters, while states can approach police and military powers if vital. Most administrations depend not on the utilization of power but rather more on an

arrangement of prizes, including ideal criticism and advancements, and on an arrangement of principles that legitimizes the structure. Willing support of 'higher causes' inside an administration or in a state gives significantly more strength than dependence on pressure (Gilmore, 2003). Opposition is further stifled by allowing dissent inside breaking points, and utilizing different techniques to purchase off discontent and co-pick dissenter pioneers. Non-coercive control is all the more successful in light of the fact that it is hard to perceive and to contradict. Under state communism the predominance of administration is very obvious. State organizations direct all conceivable parts of life. In parallel with these state organizations, entering them, controlling them and obliged by them is another great administration, the socialist party. For each situation bureaucratic elites are in places of state control. Thus state communism is likewise some of the time called 'bureaucratic communism.'

In industrialist social orders the predominance of administration is less quickly apparent, yet the training isn't incomprehensibly unique. In numerous industrialist social orders, national monetary and political bearings are set through a framework which is called corporatism (Adler and Borys, 1996). Elites from key powerful parts, normally government, partnerships, state administrations and exchange associations, get together formally or casually to arrange the structure for political and monetary basic leadership. This may happen through national arranging assentions amongst organizations and exchange associations, by production of government divisions or warning bodies on ladies' issues, the earth or science, or bipartisan concession to military consumptions.

The laborers' control development most likely has more involvement in specifically difficult bureaucratic authoritative structures than some other social development. The more extensive points of the laborers' control development incorporate specialists all in all and equitably planning social and specialized work courses of action, laborers being immediate and measure up

to members in choosing generally objectives, strategies and arrangements for gainful ventures, and laborers choosing what products or administrations the endeavors ought to deliver. Obviously these objectives are inconsistent with the chain of command and division of work normal for administration (Allan and Allan, 2005).

As indicated by Hooghe (2001), one key piece of elevating other options to organization is spreading abilities and learning. Bureaucratic elites acquire a lot of intensity by controlling data and separating exercises into tight errands. Any activity which makes it feasible for insiders or outcasts to comprehend what goes ahead inside specific organizations, and to really complete the full scope of assignments, is subversive of bureaucratic control. Spreading abilities and information may appear as sharing occupation aptitudes with coworkers, depicting examples of basic leadership to pariahs, composing uncovered of bureaucratic working, and getting ready manuals and instructional courses for others, who wish to have the capacity to run or destroy the bureaucratic apparatus.

2.2.3 Bureaucratic Challenges and Public Service Delivery

Administrations have been around for quite a while. They were a fundamental component of preindustrial domains, for example, Rome and dynastic China. In the two cases, a significant part of the expansion and perseverance of these domains can be ascribed to the improvement and utilization of viable organizations. These managerial bodies were staffed by functionaries accused of the administration of regions hundreds or even a large number of miles far off from the domain's capital.

In these far-flung domains, bureaucratic errands and obligations were restricted in number. Most importantly, preindustrial governments needed to shield their domains from outer adversaries looking for land and loot. The control of their own populaces was another need, as residential uprisings were the general highlights of magnificent spaces. At that point, as now, safeguard was costly business, and the support of a domain rested to impressive degree on the capacity of the organization to gather charges from the realm's subjects. Charges additionally gave a great part of the money related help for the workmanship, design, writing, and rationality that stay as continuing social inheritances of long-gone human advancements (Pearce, 2000). Charges were not any more prevalent then than they are today, and they were a noteworthy wellspring of pressure between the administration's administrators and its subjects.

Notwithstanding keeping up request and gathering charges, preindustrial organizations at times included themselves in monetary exercises. Their endeavors were by and large not situated to the monetary advancement of the domain. The main impetus was the chance to procure imposing business model benefits through government control over vital ventures, for example, salt generation and circulation. Be that as it may, coordinate government association in the economy was restricted, and a large portion of a realm's work was done on ranches and in work-shops staffed by relatives and slaves, utilizing conventional methods of association (Nukunya, 2001). As was noted in the past section, these associations were little in scale and were staffed based on attributed parts or apprenticeships that copied family connections.

Notwithstanding majestic governments, complex bureaucratic structures could be found in the domain of religion. A portion of the accomplishment of the early Christian church can be credited to its successful adjustment of Roman authoritative standards. In the meantime, in any case, a significant number of the world's incredible and persevering religions, quite Hinduism,

Buddhism, and Islam, have flourished for quite a long time with considerably looser authoritative structures. Today, numerous religions battle to accomplish a harmony between unconstrained other worldliness and the reutilization and formalization ordinary of bureaucratic organization (Waters, 2015).

Furthermore, bureaucracy as an important management style is seen to promote, motivation commitment and trust of the employees (Pearce, 2000). There is existence of conflicting views of bureaucracy in relationship with democratic structures in view to effectiveness in the promotion of constructive attitudes of employees towards their workplaces; while participative management style is deemed as flexible in promoting cooperation and motivation of employees (Quang & Vuong, 2002), employees are limited in various ways for instance to a particular job by bureaucratic segmentation. Consequently, restrains the “multiple intelligence mobilization”. On the other hand, while one tends to agree with the earlier proclamation, this study maintains that the later proclamation does not cover optimistic characteristics of bureaucracy aiding the promotion of commitment and motivation of employees.

According to Pearce (2000), formal systems used by big organization in developed worlds are inclusive of job descriptions, procedures for job posting and performance appraisal systems. This paper declares that commitment and motivation of employees will not be attained if organizations are not able to formulate a scheme of management that ensures transparency, equity, operating efficiency, and accountability. Clearly, such criterion of management system is displayed in bureaucracy style. For Instance, in the event that a result-oriented performance appraisal is put in practice in activities of performance, genuinely competent employees are expected to be evaluated on the universal principles basics like merit as opposed to special relation or personality and hence becoming more devoted to their work stations. The employees

optimistic attitude as suggested by Adler (1999), encourage the employees to progress in job performance, consequently, organizational performance improves also.

2.3 Theoretical Framework

2.3.1 Bureaucratic theory

Max Werber (2015) portrayed organization as an arrangement where activities for accomplishment of results are managed by set down guidelines, controls, methodology and techniques. It is where emphasis is set on lawful sane authority, learning, capability and experience guiding the choice of associations. Offices that mark; progressively sorted out are controlled by information, capability, aptitudes and experience. Prizes and advancements are granted on justify. As a humanist, Werber was keen on social associations, for example, the social structure of family, network, society and state.

In the perspective of Weber, accomplishment of targets and results in associations are because of the accompanying: lawful level headed initiative, authentic and permeated with expert; various leveled requesting of positions; division of work and specializations; very much characterized allotment of undertakings; consistence with set down principles, controls, systems and strategies in execution of errands; from Weber's idea an association is effective in accomplishing destinations, for example, benefit conveyance if and just on the off chance that it is bureaucratic, that is: it has a legitimate normal pioneer; positions are progressively sorted out; division of work and specialization is underlined; errands doled out to representatives are on justify that in light of information, capability, yield, efficiency and execution; assignments are performed as per set down guidelines, directions, methodology and techniques (Hooghe, 2001). Surely, the compatibility of these necessities makes associations excessively unthinking rather than natural. It makes yield a definitive target of an association in benefit conveyance and not how the

administration is to conveyed or the inspiration of the specialist co-op. Max Weber's hypothesis of administration can be portrayed as a methods for accomplishing hierarchical productivity and viability in benefit conveyance. Its maxims are administration, expert, division of work and specialization, chain of importance, practical specificity, rules, controls, strategies, techniques and runtime work execution. The fundamental presumption of Weber's model is that specialist that gives authenticity to an association framework is lawful discerning as opposed to customary or alluring (Ritzer, 2009)

2.3.2 Marxian Class Theory

In Karl Marx's hypothesis of verifiable realism, the recorded starting point of administration is to be found in four sources: religion, the development of the state, business, and innovation. As indicated by Marx's investigation, the soonest administrations comprised of standings of religious church, authorities, and copyists working different ceremonies, and furnished functionaries particularly designated to keep arrange ((McPhee, 2003). In the chronicled change from crude populist networks to a common society partitioned into social classes and homes, happening from around 10,000 years prior, specialist is progressively brought together in, and implemented by, a state device existing independently from society. This state figures, forces and implements laws, and duties charges, offering ascend to an officialdom instituting these capacities. Be that as it may, the development of exchange and business includes another, unmistakable measurement to organization, seeing that it requires the keeping of records and the handling and recording of exchanges, and additionally the implementation of lawful tenets overseeing exchange (Ritzer, 2009).

A fourth wellspring of organization inheres in the advancements of large scale manufacturing, which require many institutionalized schedules and systems to be performed. This kind of administration is these days regularly called a technocracy, which owes its (Johnston, 2011).

In Marx's hypothesis, organization seldom makes new riches without anyone else, but instead controls, facilitates, and administers the creation, circulation, and utilization of riches. The organization as a social stratum gets its pay from the appointment of part of the social surplus result of human work. Riches are appropriated by the organization by law through charges, charges, demands, tributes, authorizing and so forth. Organization is hence dependably a "cost" to society, yet this cost might be acknowledged seeing that it makes social request conceivable, and looks after it (Robert, 1957).

2.3.3 Street Level Bureaucracy

Road level civil servants are recognized as individuals utilized by the administration who: are continually called upon to interface with residents in the normal course of their activity, have noteworthiness autonomy in work basic leadership; and conceivably have broad effect on the lives of their customers (Adebayo, 2001). The investigation centers around road level officials whose work encounters are generally unequivocally influenced by three conditions; relative inaccessibility of assets both individual and hierarchical; presence of clear physical and/or mental danger; and questionable, conflicting and in some ways unattainable part desires. The degree to which these characterizing qualities and these work conditions are appropriate to police, educators and lower court judges. The majority of the paper portrays and examines impacts of bureaucratic procedures on people in general administration conveyance, the effect of these components on customers, and the ramifications of the communication between road level Bureaucrats and customers for recommendations for change (Lipsky, 1969).

2.4 Conceptual framework

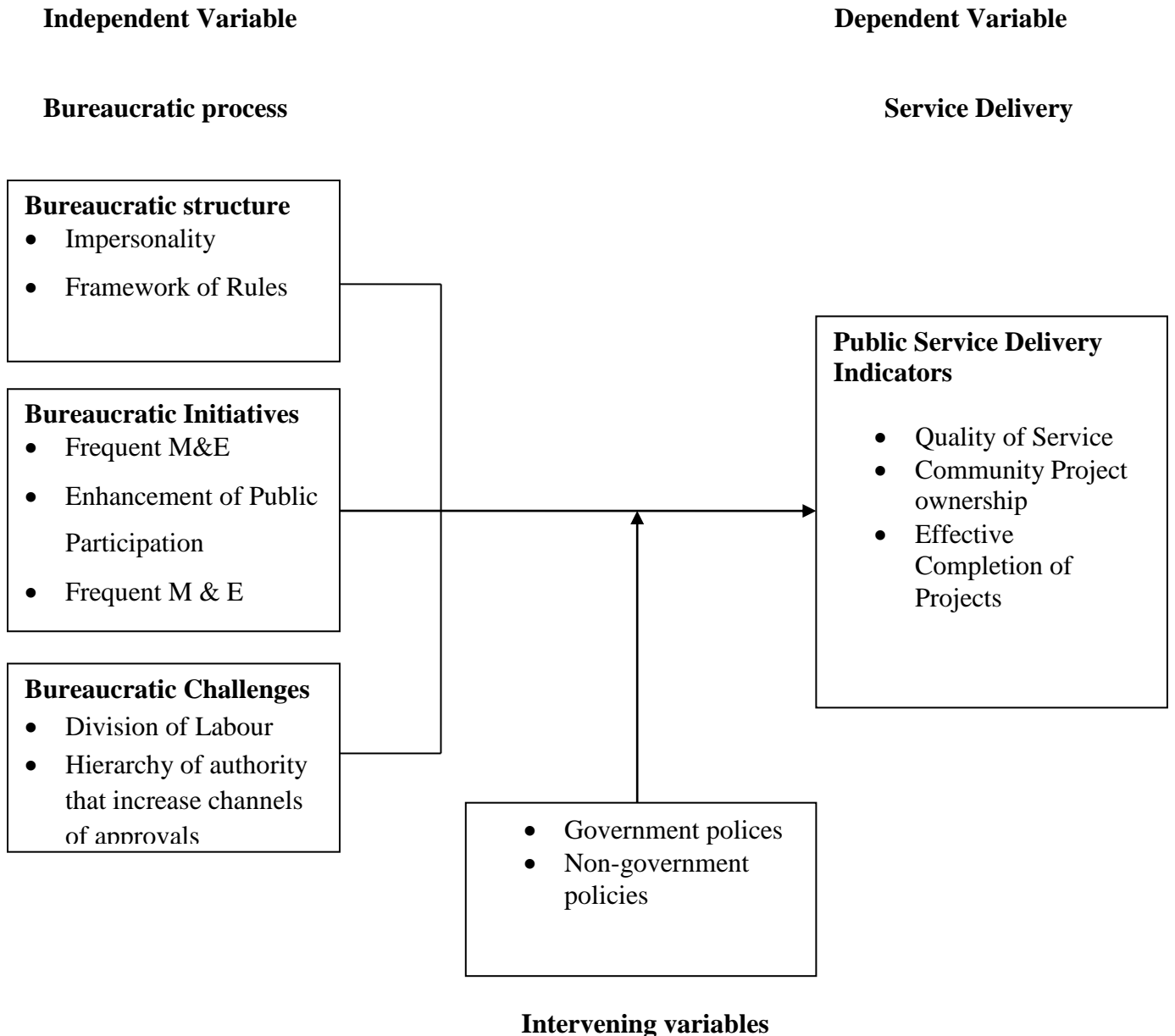


Figure 2.1 Conceptual Framework

In this study independent variables are the precursor conditions that are presumed to affect dependent variable. Independent variable are hence inputs that need to be in place in order to determine quality service delivery in the counties with a focus to Mandera county and they include Leadership Authority, Division of Labour, Specialization of Hierarchy, Purposely

Impersonal and Employment Based on Technical Qualification in relation to the state of public service delivery. Dependent variable (outcome) in this study is the state of public service delivery in the county in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research area

The study was carried out at the department of lands, Mandera County, Kenya.

3.2 Research Design

As indicated by Kothari (2009) research design alludes to the method for getting, sorting out and dissecting information. Technique choices rely upon the idea of the exploration questions. Patton (2015) portrayed research design as a general arrangement that gives a structure to the selection of information gathering systems and information investigation strategies. Given the quantity of executives in Mandera County, a stratified testing system will be utilized to give a top to bottom investigation on the impacts of administration on people in general administrations conveyance among the county governments in Mandera County. The investigation centered around benefit conveyance in the branches of Land inside Mandera East Sub County

3.3 Target Population

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. This was summarized in the table 3.1 below;

Table 3.1 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 MC- HRM

3.4. Sampling Technique

In statistics, a sample of at least 30 items must be in existence for generalization to be done, (Cooper and Schindler, 2008). Besides, larger sample decreases errors. If well chosen, samples of about ten percent of a given population can give high-quality reliability, Kothari (2009). 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.

Table 3.2 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, 2018

3.5 Data Management

3.5.1 Data type and source

Both primary and secondary data were used. Primary data was obtained through questionnaires and the secondary data was obtained from the staff working in various departments and the beneficiaries of the county services. Qualitative methods will be used to complement the quantitative data.

3.5.2 Data Collection Method

For primary data collection the study applied the use of questionnaires. The questionnaires were used because they are convenient to use both on the side of researchers and participants (Owens, 2002). 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. The rest of the sections covered the main areas of the study. Demba, (2013) noted that questionnaires are suitable for studies collecting of information that is not observable directly given that such information are inquiries about motivations feelings, , accomplishments, attitudes as well as individual's experiences. The questionnaires were administered through drop and pick later method to the sampled populace.

3.5.3 Validity

To determine the validity of questionnaire, a pilot test was carried out. This will be done by administering the questionnaire onto the pilot group. The content validity of the research instrument was evaluated through the actual administration of the pilot group. In validating the instruments, 20 staff were selected. Furthermore, to enhance the validity of the instruments, the supervising lecturer who is an expert in the area of public Administration appraised the instruments.

3.5.4 Reliability

Reliability of the questionnaire was evaluated through administration of the said instrument to the pilot group. Reliability was measured through Cronbach's Alpha which measures the internal consistency. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Nunnally (1978) stated that reliability of a research instrument can be indicated at a minimal Alpha value of 0.6. the reliability of the instrument was pegged at 0.7.

3.5.5 Data Analysis Technique

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 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. Public service as a dependant 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.

3.6 Research Instruments

Questionnaire was utilized as the primary research instrument in the examination. The survey will be directed to all respondents who are the work force accountable for the tested workplaces. Screening was done to help in identification of respondents.

3.7 Ethical Considerations:

Ethical Clearance to carry out the research was obtained from Kenyatta University's graduate school and NACOSTI respectively. Authorization to conduct the study at the three sub counties will be sought from the county Secretary. Confidentiality was observed during the study. The

identity of the respondents was withheld and to ensure this, codes were used to identify the respondents.

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter highlight of responses received from respondents because of questionnaires adopted as a sample and interviews conducted to ask for information about the effect of bureaucracy on services delivery in Mandera County. These responses were analyzed through the use of tables and bar graphs to depict the demographic characteristics, bureaucratic variables that influence service delivery, as well as the views, and opinions of respondents on service delivery by the Mandera County. Out of 36 questionnaires distributed 30 respondents successfully participated in this research marking a response rate of 83.33%.

4.2 Social and Demographics of Respondents:

Table 4.1 Distribution by Age of Respondents

Age	Frequency	Percentage
20-30	5	16.7
31-40	9	30.0
41-50	11	36.7
51 and above	5	16.6
Total	30	100

Table 4.1 above and figure 4.1 below shows the age majority of 36.7% of total respondent aged between 41-50 years old, while 16.7% of the total aged 20-30 years old and 30% were aged 31-40 and 16.6% were 51 and above. This shows that the employees of Mandera County are in the age bracket of 41 and above.

Table 4.2 Demonstrated by Sex of the Respondents

Gender	Frequency	Percentage
Female	11	36.7
Male	19	63.3
Total	30	100

Table 4.2 above and figure 4.2 below shows that 63.3% of the respondents of the questionnaire were male. While only 36.7% were female, this indicates that the most respondents of the questionnaire were male sex, because most of the employees of Mandera County were male sex, and female workers in Mandera county are quite less but within the Kenya's a third gender rule.

Table 4.3 Qualification

Highest Qualification	Frequency	Percentage
Certificate	10	33.3
Diploma	6	20
Bachelors	7	23.3
Masters	3	10
PhD	2	6.7
Other	2	6.7
Total	30	100

Table 4.3 above and figure 4.3 below indicates that 33.3% of the respondents were certificate holders, whereas 20% were diploma holders .Besides, 23.3% of the respondents were bachelor degree holders, 10% were master and a further 6.7% were PhD holders whereas a further 6.7% had other qualifications. This implies that most employees in Mandera County were certificate and bachelor degree holders respectively.

Table 4.4 Length of Service

	Frequency	Percentage
Less than a year	3	10
2-5 years	15	50
6-9 years	12	40
Above 10 years	0	0
Total	30	100

Table 4.4 above and figure 4.4 below shows the experience of Mandera county staff. Majority of 50% of total respondent experience between 2-5 yrs, followed closely by 6-9 yrs of the total experience at 40% and 10% were experience less than 1yr and none of respondents had experience of 10 or more years, this can be explained by the inception of county government. This shows that the majority of employees of Mandera County are in the experience of 2-5 yrs up to 6-9 yrs. respectively.

4.2 Bureaucratic Challenges on Service Delivery

Table 4.5 Delays on the turnaround time on Service delivery due to interdepartmental partnerships within the County

	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 4.5, 15 (50.0%) strongly agreed that there exists delays on service delivery turnaround time due to interdepartmental partnerships within the Mandera County while 7(23.3%) agreed, 5(16.7%) disagreed, and another 3 (10.0%) strongly disagreed. This showed that respondents were in agreement that interdepartmental bureaucracy put delays on the service delivery. This finding contradicted the findings and claims of some studies for example a study

by Waters, 2015 and Pearce, 2000 but at the same time backs the findings by Quang & Vuong, 2002.

Table 4.6 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 4.6, 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 supporting Quang & Vuong, 2002 on their study as discussed in chapter two.

Table 4.7 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 4.7, 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 county. 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.

4.3 The effect rules and principle of innovation

Table 4.8 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 4.8, 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 Hamud, 2015

Table 4.9 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 4.9, 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, Pacheco, 2009, Jann and Reichard, 2002 and Hamud, 2015

Table 4.10 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 4.10, 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 Hamud, 2015.

4.4 Demonstrated by Bureaucracy

Table 4.11 Officials of the Mandera County 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 4.12, 4(13.3%) strongly agreed that the officials of the Mandera County 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 Mandera county officials were not in a position to influence the socioeconomic

development of the people through public service giving a backing to meritocracy. The finding here contradicts the claim by Ritzer, 2004 in matters bureaucracy as discussed in chapter two.

Table 4.12 Mandera County 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 4.13, (20.0%) strongly agreed that the Mandera County 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 county for effective service delivery and offers support to the work of Ritzer, 2004.

Table 4.13 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 4.14, 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.

4.5 Demonstrated by public service delivery

Table 4.14 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 4.15, 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 county do agree and appreciate that the service delivery of the county is below the acceptable level.

Table 4.15 Service delivery by public officials at the Mandera County 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 4.16, 7(23.3%) strongly agreed that the service delivery by public officials at the Mandera County is facilitated depending on whom you know. While 14(46.7%) agree to this, 6(20%) of the respondents were in disagreement 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 4.16 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 4.17, 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 4.17 Do you agree with public's perception that service delivery in private businesses is better than within Mander County 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 4.18, 10(33.3%) strongly agreed with public's perception that service delivery in private businesses is better than within Mander County 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 4.18 Descriptive analysis table

	N	Minimum	Maximum	Mean	Std. Deviation
Officials of the Mandera county have ability to influence social and economic development of the citizens.	30	1	4	2.13	1.137
Partnership of departments collectively produces the desired efficiency and increase in productivity.	30	1	4	2.0	.997
Departments have the technical capacity required to carry out its functions.	30	1	4	2.0	.809
Public reaction for poor services negatively affects the government security.	30	2	4	2.93	.944
Do you agree with public's perception that service delivery in private businesses is better than Mandera County?	30	1	3	2.13	.937
Mandera County needs administrative reforms for better service delivery.	30	1	3	2.73	.691
You are working according to rules and regulations to eliminate favoritism.	30	1	3	2.33	.959
Service delivery by public officials at the Mandera County is facilitated depending on whom you know.	30	1	3	2.70	.651
Do you agree that customer service you rendered and the time it takes to answer customer request is unsatisfactory?	30	1	4	2.0	1.315
There are established procedures to guide every office as to the way of working.	30	2	3	2.57	.479
It is necessary to have these rules and regulations directing your conduct and ways of working.	30	1	4	2.37	1.273
The function of your department depends on partnership with other departments within the Mandera County.	30	1	4	2.23	1.104
Inadequate salary and remuneration of the workforce affect the quality and effectiveness of service delivery.	30	2	4	2.33	.691
Overall Score	30	1.93	2.71	2.265	.22541
Valid N (listwise)	30				

The variables in this study were the levels of Independent Variable and Dependent Variable, for which the researcher wanted to determine their levels. Levels of both Independent and Dependent variables were operationalized using 14 questions, each of the questions was rated on a four likert scale, where 1= Strongly agree. 2= Agree, 3= Disagree, 4= Strongly disagree. The respondents were asked to rate

the levels of Independent and Dependent variables by indicating the extent to which they agree or disagree with each of the questions, their responses were analyzed using SPSS and summarized using means as in table 4.19

Table 4.19 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 4.19 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 salary and remuneration of the workforce affect the quality and effectiveness of service delivery (Mean=2.73), Mandera County 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), The function of your department depends on partnership with other departments within the Mandera County (Mean=2.23), Officials of the Mandera county 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 Mandera County? (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).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the researcher discussed the findings as gotten from data analysis and interpretation in the last chapter. The discussion is focused on Mandera County with reference to bureaucratic challenges and public service delivery.

5.2 Summary

5.2.1 Bureaucratic Challenges and Service Delivery

This study illustrates that the majority of staff of Mandera County agreed that there are challenges due to bureaucracy in the county government. These were specific to there being delays on the turnaround time on Service delivery due to interdepartmental partnerships within the County, Interdepartmental bureaucracy lowered the desired efficiency and productivity. Departments had insufficient technical capacity required to carry out its functions of public service provision to the public.

5.2.2 How bureaucratic principles affect service delivery in Mandera county

Organization's Rules and regulations are meant to separate public service from individual considerations in work related activities on the organization behalf. For performance enhancement and realization of the desired results, organizations are to be guided by compliance to regulations, rules, methods and procedures laid down. On the other hand, it was noted that compliance to these guidelines were excessively used by staff, prompting that periodic reviews of regulations procedures, methods and rules would help in removing barriers to efficient service delivery and introduction of best practices for prompt service delivery to the public. It evident

that bureaucracy in private sector adopted better and more flexible workplace structures that encourage experimentation and creativity maximization of efficiency and work productivity.

5.2.3 The initiatives established by Mandera county to improve delivery of services to its citizens.

The county has embraced public participation as a means to improve service delivery upon realization that the citizens are its key stakeholders and clients.

5.3 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 county government practices sturdy reforms in public sector.

5.4 Recommendations

5.4.1 Policy Implication

HR Recruitment Policy

Mandera County Government Recruitment Policy ought to be based on merit even if it means outsourcing from other counties just to avoid hiring of staff with bias to family, political affiliation, ethnicity and religious orientation. If Mandera County 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 county 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 Mandera County 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 Mandera County's activities is very key to the thriving implementation of its development policies.

5.4.2 Contribution of the Study to New Knowledge

The study tried to close a gap in current literature in which studies of governance and public service delivery in the devolved system. This one area that had not been so much looked into. The results emphasis on the need for embracement of the new public management systems. This discussion ought to be taken beyond this study.

5.4.3 Further studies

The PESTEL analysis is equally key. Further research, therefore should consider political, economic social, technological environment without excluding legal frameworks as well. Though, the above mentioned constraints don't undermine the findings of this study, but allows for further research on the same area and other related topics in future. Lastly, this study was restricted to Mandera County; hence an opportunity lingers for additional research in other counties to grow on the findings of this particular study.

REFERENCES

- Adebayo, A., (2001). *Principles and Practice of Public Administration in Nigeria*. Second Edition, Spectrum Books Limited, Ibadan.
- Adler, P, S & Borys, B (1996). 'Two types of Bureaucracy: Enabling and Coercive'. *Aministrative Science Quarterly*, pp.61-89.
- Allan K. & Allan K. D. (2005). *Explorations in Classical Sociological Theory: Seeing the Social Worl*. Pine Forge Press
- Alornyeku, F. K. (2011). *The impact of bureaucracy on public service delivery: A study of Kumasi metropolitan assembly*. Ghana.
- Bill, S. (1996). *The expansion of England: race, ethnicity and cultural history*. Psychology Press
- Clegg, S. R, Harris, M. & Höpfl, H. (2011). *Managing Modernity: Beyond Bureaucracy*. Oxford University Press
- Consultative forum on public finance management and fiscal decentralization*. (n.d.). Retrieved from <http://www.cickenya.org/index.php/reports/other-reports/item/93-consultative-forum-on-public>
- Cooper and Schindler (2008). *Business Research Methods 2nd edition* Irwin, McGraw Hill Press
- Republic of Kenya (2013) Economic Survey*, Government Printer Nairobi
- De Saez Eileen E. (2002), *Marketing Concepts for Libraries and Information Services*, Facet Publishing, London.
- Deolalikar, A. B. (2013). *Empowerment and the Delivery of Public Services*. Manila.

Gilmore A. (2003), *Service Marketing and Management*, Sage Publications Ltd, London

Goldsmith, S., & Eggers, W. (2004). *Governing by network: The new shape of the public sector*.

Hooghe L. (2001). *The European Commission and the integration of Europe: images of governance*. Cambridge University Press

J. I., Okereke, C. N.-E., & Ogbonna-Nwaogu, I. M. (2009). *Introduction to public administration*. Abuja: National Open University of Nigeria.

Jimenez, R. (2010). Welcome to Kenya. *Police abuse of Somali refugees*, 003(5), 1-94.

John M. (2007). *Improving Service Delivery in Government with Lean Six Sigma*.

Johnston, K. (2011). *Busting Bureaucracy*. Available at <http://www.busting-bureaucracy.com/excerpts/theorg.html>. . American Association and Committee of Publishers.

Kelly, G.; Mulgan, G. & Muers, S. (2002), *Creating Public Value: An Analytical Framework for*

Kothari, C. R. (2009). *Research methodology: Methods and Techniques*. India New Delhi: Willey: New edition.

Latif, C.F (2006), *Corrupt Bureaucracy and Privatization of Tax Enforcement*. Dhaka: Pathak Samabesh

Levy F. & Murnane R.J, (2004). *The New Division of Labor: How Computers Are Creating the*

Malone T. W. (2004), *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life*. Boston: Harvard Business School Press, 34.

- Max, W. (2015). *Weber's Rationalism and Modern Society: New translations on Politics, Bureaucracy, and Social Stratification*. Edited and Translated by Tony Waters and Dagmar Waters
- McPhee, I. (2003). *Innovation in the Public Sector: Achieving Better Performance*, PSM, Auditor-General, Australia.
- Lipsky, M. (1969). *Toward a theory of street level bureaucracy*
- Mugenda and Mugenda (2003). *Research Methods: Quantitative and Qualitative Approaches*, Nairobi, Kenya Africa centre for technology studies press
- Next Job Market Princeton, NJ: Princeton University Press, 15.
- Nukunya G.K. (2001) *Tradition and Change in Ghana: Introduction to Sociology*. Ghana University Press
- Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice (4th ed.)*. Thousand Oaks, CA: Sage.
- Pearce, J.L (2000). 'Insufficient bureaucracy: trust and commitment in particularistic organizations'. *Organization Science*, pp.148-162.
- PSM. (2003). *The Commonwealth of Learning Study Kit*. . Public Systems Management. Public Service Reform, UK Cabinet Office, Strategy Unit, pp. 34–35,
- <<http://www.strategy.gov.uk>>- Christopher, P. (n.d.). *The new public management*:. Retrieved from http://www.ramp.ase.ro/en/_data/files/articole/8_01.pdf
- Quang, T & Vuong, N, T (2002). 'Management Styles and Organizational Effectiveness in Vietnam'. *Research and Practice in Human Resource Management*, 10(2), 36-55.

Ritzer G. (2004). *The McDonaldization of Society*, rev. ed. Thousand Oaks, CA: Pine Forge Press.

Ritzer G. (2009). *Contemporary Sociological Theory and Its Classical Roots: The Basics*. McGraw-Hill

Ritzer, G. (2009). *Contemporary Sociological Theory and Its Classical Roots*: McGraw-Hill.

Robert, M. K. (1957). *Social Theory and Social Structure*. Glencoe, IL:

<http://media.pfeiffer.edu/lridener/courses/MERTONR2>. Free Press.

Sashkin M. & Sashkin M. G (2003). *Leadership that matters: the critical factors for making a difference in people's lives and organizations' success*. Berrett-Koehler Publishers

Smadar L. (2014). *Wrapped in the Flag of Israel: Mizrahi Single Mothers and Bureaucratic Torture*. Berghahn Books. Oxford and New York.

Tamrakar, R. Q. (2010). *Impact of Citizen Charter in Service Delivery*. Bangladesh.

Von Mises, L. (2007). *Bureaucracy*, 1962. Liberty Fund; Yale University Press

Washington, DC 20036: Brookings Institution Press. Retrieved from

<http://www.brookings.edu/research/books/2004/governingbynetwork>

Water et al (2015) in *Weber's Rationalism and Modern Society: New Translations on Politics, Bureaucracy, and Social Stratification*, edited and translated by Tony Waters and Dagmar Waters. Palgrave Macmillan. New York.

Weber. (2015). *Weber's Rationalism and Modern Society*, edited and translated by Tony Waters and Dagmar Waters,. New York: Palgrave MacMillan.

APPENDICES

Appendix I: Transmittal Letter

Abdiaziz Omar Mohamed
Kenyatta University
P.O. BOX 43844 - 00100
Nairobi, KENYA.

Dear Respondent,

RE: DATA COLLECTION

I am a student at the Kenyatta University pursuing a Degree of Master of Public Policy and Administration. I am currently conducting a Research study on **the effects of bureaucratic processes on the public service delivery: a study of Mandera County.**

You have been selected to participate in this study and I would highly appreciate if you assisted me by responding to all questions as completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study only.

Thank you in advance for your co-operation.

Yours Faithfully,

Abdiaziz Omar Mohamed

Appendix III: Time Frame

Activity	May 2018	June - Sept	October	November- 2019 Jan	Feb-March
Concept					
Proposal writing and Presentation					
Pilot survey					
Actual data collection, data processing, analysis and compiling					
Research Report writing And Submission					

Appendix IV: Project Proposal Budget

S/No.	Item	Cost per unit	Actual Cost	Total
Proposal Preparation				
1	Printing	4 copies	1000	1000
	Foolscaps	1 ream	800	800
	Photocopy	50 copies	@2	1600
	Binding	4 copies	@50	200
Sub Total				3600
Travel logistics and charges				
2	Nairobi to Mandera and back	4 Trips	@1500	6000
	Nairobi to Elwak for piloting	2 Trips	@1500	3000
Sub Total				9000
3	Research Assistance	2 for 40 days	4000	160,000
Sub Total				160,000
Data Collection				
4	Administration of questionnaires / Conduction of Interviews	Two field officers for 4 days	@ 1000	8000
Sub Total				8000
Report Preparation				
5	Photocopy of Thesis Binding hard Cover	4 copies	@500	2000
Sub Total				2000
6	Contingencies 5%			9130
GRAND TOTAL				191,730.00

Appendix V: Questionnaire

SECTION A

Demographic Information

1. Name of the Ministry (Optional).....

2. Your position in the Department.....

3. Number of years worked in the County

Less than a year [] 1-5 years []

6-10 years [] 11-15 years []

16-20 years [] Above 21 years []

4. Number of Years worked in the County Government

Less than a year [] 1-5 years []

6-10 years [] 11-15 years []

16-20 years [] Above 21 years []

SECTION B

Bureaucratic Challenges that hinder public service delivery

Below are statements on the Bureaucratic bottlenecks that hinder public service delivery at the County level. On a scale of 1-5 (where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree) please rank your level of agreement with each statement by ticking the appropriate box.

	Research objective one	1	2	3	4	5
	1.1 Division of labor					
1	The function of your department depends on partnership with other departments within the Mandera 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.					
	1.2 rules and principle of innovation					
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.					

SECTION C

Effect of Bureaucratic Principles on Service delivery

Below are statements on the Impact of Excessive Bureaucracy on Target Consumers at the County level. On a scale of 1-5(where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree) please rank your level of agreement with each statement by ticking the appropriate box.

	Research objective two	1	2	3	4	5
	2.1 Bureaucracy					
	Officials of the Mandera county believe that citizens are their clients.					
	People can turn down approvals of projects because they are not involved					
11	Officials of the Mandera county have ability to influence social and economic development of the citizens.					
	Mandera county needs administrative reforms for better service delivery.					
13	Inadequate salary and remuneration of the workforce affect the quality and effectiveness of service delivery.					

		1	2	3	4	5
	2.2 Public service delivery					
	Do you agree that customer service you rendered and the time it takes to answer customer request is unsatisfactory?					
	Service delivery by public officials at the Mandera county is facilitated depending on whom you know.					
11	Public reaction for poor services negatively impact on the government security.					
	Do you agree with public's perception that service delivery in private businesses is better than Mandera county?					

SECTION D

Bureaucratic Initiatives to improve public service delivery in Mandera County

Below are statements on the Ways and means by which bureaucracy can be harmonized to improve public service delivery to consumers at the County level. On a scale of 1-5 (where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree) please rank your level of agreement with each statement by ticking the appropriate box.

		1	2	3	4	5
14	Limiting hands of approvals provides quick time of initiation of development					
15	Frequent evaluation provides room for accountability					
16	Putting consumers' needs as first priority initiates development in the county					
17	Public participation initiates equal distribution of resources					
18	Adhering to government policy in procurement of items is essential					

Thank you for your cooperation