

LOCAL GOVERNMENT BUREAUCRACY AND SERVICE DELIVERY IN KIKUUBE DISTRICT, UGANDA. A CROSS-SECTIONAL STUDY.

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ABSTRACT

Background:

Service delivery dates back to the earliest days of civilization. Ancient societies had systems in place to provide necessities such as food, shelter, and healthcare. The study aims to assess the local government bureaucracy and service delivery in Kikuube District.

Methodology:

A descriptive, cross-sectional correlational research design was used to establish the relationship between bureaucracy and service delivery survey design and adopted a quantitative paradigm. Variables were measured and analyzed using numbers, pre-determined hypotheses, population, procedure, and instrument and data analysis techniques.

Results:

65% of the respondents were male while females were 35%. The correlation between procurement bureaucracies and service delivery in the Kikuube District was -0.491. There is a strong agreement among respondents regarding the impact of procurement bureaucracies on service delivery. Discretionary powers in bureaucratic procurement processes were used for personal gain, undermining service delivery. The correlation between finance bureaucracies and service delivery was 0.625. Finance bureaucracies establish financial controls and procedures that ensure compliance with legal and regulatory requirements, guaranteeing public funds. The correlation between human resource bureaucracies and service delivery was 0.673. Local government plays a significant role in recruiting and selecting competent individuals, evidenced by the mean response of 4.0. Implementing performance management systems, including performance appraisals, feedback mechanisms, and reward systems, is rated very low with a mean response of 1.2.

Conclusion:

Different types of bureaucracies within the local government have varying effects on service delivery. While procurement bureaucracies may hinder service delivery, finance, and human resource bureaucracies are associated with improved service delivery.

Recommendation:

The local government should address the bureaucratic procedures causing delays in the procurement process, Simplify and expedite the procurement procedures to reduce delays, and restrict the number of potential service providers.

Keywords : *Bureaucracies, Local government, Service delivery*

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BACKGROUND OF THE STUDY

Service delivery dates back to the earliest days of civilization. Ancient societies had systems in place to provide necessities such as food, shelter, and healthcare (Nengwekhulu, 2009). The Industrial Revolution of the 19th century saw a shift toward more efficient methods of service delivery. New technologies, such as the telegraph, telephone, and railway, allowed for faster communication and transportation of goods and services (Pandey, 2010). At

the beginning of the 20th century, public services began to be provided in Europe, and this marked a shift in the way services were delivered. Governments started to take more of an active role in providing services, such as health care and public transportation. This shift in service delivery coincided with the expansion of the welfare state (Alcock, 2016). In the decades following WWII, the European Union was formed and its member states began to cooperate on providing services. This cooperation has been instrumental in providing services such as energy, transport, and

communication. The European Union also established the European Social Fund, which provides grants to support social services such as education and healthcare (Giest & Samuels, 2022).

Bureaucracy is a system of administration used by governments throughout history to organize and manage their affairs (Wang, 2021). During the Industrial Revolution, governments continued to expand their bureaucracies, with the growth of public works, infrastructure, and social services. This period also saw the rise of government bureaucracies in the United States, with the establishment of agencies such as the Bureau of Land Management and the Department of Defense (Shabiru, 2019). Today, bureaucracies are still a major part of government operations, although they are often criticized for their inefficiencies and red tape. Governments have begun to focus on streamlining their bureaucracies, to make them more efficient and effective (D. Mwesigwa, 2021).

Service delivery in Africa has a long and complex history. Historically, African societies used a variety of methods to provide basic services to their citizens. In some cases, these services were provided by the local community or by extended family members. In other cases, services were provided by the government or by private organizations (Madu, 2022). Following the end of colonialism, African countries began to develop their systems of service delivery. In many cases, these systems were based on the colonial model, but with a greater emphasis on local control and resource allocation. In recent decades, African governments have made significant investments in infrastructure and public services, such as health care and education, to improve the quality of life for their citizens (Masuku & Jili, 2019).

The African Union (AU) has been actively engaged in addressing the issue of service delivery. Its African Charter on the Rights and Welfare of the Child is a major step in the right direction, as it commits African countries to ensuring the provision of basic services to all children (Igbokwe-Ibeto, 2019). In recent years, several initiatives have been implemented to improve service delivery in East Africa, including decentralization and the introduction of participatory and community-driven approaches (Shabiru, 2019). Decentralization has led to the devolution of power from central government to local authorities, allowing for more direct decision-making and better service delivery (Nchimbi, 2019). Participatory and community-driven approaches have allowed citizens to be involved in the implementation of services, which has led to improved service delivery in areas such as health, education, and sanitation (Habiyaremye, Ouma, Mtimet, & Obare, 2021). The introduction of the East African Community (EAC) in 2000 also provided an opportunity for improved service delivery in the region. The EAC is a regional intergovernmental organization that promotes economic integration, political cooperation, and social development.

As part of the EAC, member countries have committed to harmonizing policies and laws, increasing trade and investment, and strengthening regional infrastructure. In addition, the EAC has set up several initiatives to promote service delivery in East Africa, such as the East African Development Bank and the East African Standards and Quality Assurance Mechanism (Bishu, 2019).

In Kenya, for example, the government has implemented reforms to improve service delivery, such as the introduction of the Integrated Financial Management System (IFMIS), which is an automated system for tracking and managing public sector financial transactions. Additionally, the government has also implemented reforms to improve access to healthcare and education, such as the Health Financing Policy and the Education Sector Development Program. In Uganda, the government has also implemented reforms to improve service delivery, such as the Public Service Reform Program, which seeks to introduce greater efficiency, transparency, and accountability in the public sector (D. Mwesigwa, 2021).

Despite these efforts, service delivery and bureaucracy remain a significant challenge in Uganda. The challenges are entrenched in the country's long-standing history of poor governance, corruption, and bureaucratic red tape (Henry Stanley & Siraje, 2021). In the early 2000s, the Ugandan government began to take steps to address these issues. In 2001, it established the Bureaucracy Reform Unit (BRU) within the Ministry of Public Service. The BRU was tasked with developing a strategy to improve the efficiency of government services and reduce bureaucracy (Brisset-Foucault, 2022). The study aims to assess the local government bureaucracy and service delivery in Kikuube District.

METHODOLOGY

Research design

This study followed a descriptive correlational and cross-sectional survey design and adopted a quantitative paradigm. The study adopted a descriptive design since the researcher used mean and standard deviation on bureaucracy and service delivery in Kikuube District local government. A correlational survey research design was used to establish the relationship between bureaucracy and service delivery. It was also cross-sectional since data was collected from technical staff and political leaders in Kikuube District once and for a short period. It was quantitative in that variables were measured and analyzed using numbers, pre-determined hypotheses, and population, procedure, and instrument and data analysis techniques.

Study Population

The target population of this study comprised all the appointed staff (human resources, finance, planning, ICT, transport, Health, and Education) and political leaders

(Chairperson, councilors, and mayors). According to the latest Human Resource Staff list accessed by the researcher, there were 160 staff of Kikuube District. This study population was relevant because it cuts across all the departments of the District.

Table 1: Target population, sample size and sampling technique.

Respondents	Target population	Sample size	Sampling technique
Administrative staff	96	68	Simple random sampling
Political leaders	64	45	Simple random sampling
Total	160	113	

Source: Kikuube District Human Resource (2022)

Sample Size

Given a total population of 160 staff in Kikuube district, a sample size of 113 respondents was selected using the Krejcie and Morgan (1970) table for determining the sample size for research activities, for any given population. (Refer to the appendix attached). In this table, given the population of 160, the corresponding sample size was 113. Of the 113 respondents, 10 were Heads of Departments while 103 were support staff (administrative and political leaders) of Kikuube district.

Sampling Procedures/Techniques

In this study, a simple random sampling technique was used in the selection of the sample size. In this technique, each individual from the target population was given an equal chance of being selected. Here, the researcher obtained a list of the staff members and political leaders from the Human Resource Office of the district and selected respondents for the study. A researcher used cards consisting of the numbers from 1 to 160 and 113 cards were picked and the numbers on the cards picked were the members considered.

Data Collection Methods

The researcher obtained the data from mainly primary sources directly using questionnaires.

Questionnaires

These were interrelated questions designed by the researcher and given to the respondents to fill in information and after answering the questionnaires were returned to the researcher. Here questionnaires were employed that contained close-ended questions. These questionnaires were self-administered and were collected after a time interval of three weeks.

Instrument of the data collection

The researcher collected primary data using closed-ended questionnaires that were directly distributed to the respondents and allowed respondents to fill in answers which were returned after three weeks.

Validity and Reliability of the instruments

Validity of the instruments

Mugenda and Mugenda (1999) contend that the usual procedure for assessing the content validity of a measure is to use a professional expert in a particular field. To establish the validity of this study's instrument, the researcher sought the opinion of experts in the field of study (research supervisor). This expert was requested to judge the question items one by one, indicating what is relevant and what is not. The content Validity Index (CVI) was then calculated using the following formula;

$CVI = (n / N)$, where: n = items related to the relevant, N=Total number of items. A minimum CVI of 0.7 (Amin, 2005) was used to declare the instrument valid.

The content validity index (CVI) computed was 0.9 hence was compared with 0.7 as proposed by Amin (2005) who concluded that the instrument was valid for the study.

Reliability of the instrument

The reliability of research instrument concerns the extent to which the instrument yields the same result on repeated trails (Mugenda&Mugenda1999). The reliability of the instrument was tested using Cronbach's coefficient alpha () which was computed using SPSS. A Cronbach alpha coefficient of 0.76 was obtained and compared with 0.7 as suggested by Amin (2005) as a good measure of reliability hence the instrument was reliable.

Data Analysis

Data was collected, processed, and analyzed using Statistical Package for Social Scientists (SPSS). Frequency counts were used to analyze data on the profile characteristics of respondents. Means and standard deviations were used to determine the opinions of respondents on the extent bureaucracy affects service delivery in the Kikuube district. Pearson's linear correlation coefficient and multiple linear regressions were used to establish the relationship between bureaucracy and service delivery in Kikuube district.

Ethical Consideration

Ethics relating to respondents were enhanced by keeping information given confidential.

Self-esteem and dignity were maintained to eliminate fear and anxiety among respondents.

Subjects were told the truth about the research to give reliable information.

Letters seeking approval to carry out research were obtained from relevant institutions and consent of respondents was acknowledged by requesting them to sign the informed consent letter.

RESULTS

The response rate for the study

Table 2: Response rate of the study.

Respondents	Questionnaires issued	Questionnaires returned	Response rate
Technical staff	68	60	88.2
Political leaders	45	40	88.9
Total	113	100	88.5

The findings show that response rates for both the technical staff and political leaders were relatively high, with 88.2% and 88.9% respectively. Overall, the total response rate for the study was 88.5%.

These response rates indicate a strong level of engagement and willingness to participate from both the technical staff and political leaders in Kikuube District, Uganda. This is important as it suggests that these individuals are interested in and invested in the topic of the study, which is local government bureaucracy and service delivery. It also implies that there is a good level of cooperation and

communication between the researchers and the participants.

Overall, while the high response rates indicate a positive level of engagement and cooperation from the technical staff and political leaders in Kikuube District, it is important to further examine the representativeness of the sample and potential biases in order to draw robust conclusions from the study.

Demographic characteristics of the respondents of the study

Table 3: Democratic characteristics.

Characteristics	Frequency	Percent
Gender		
Male	65	65
Female	35	35
Total	100	100.00%
Age (years)		
18-35	26	26
36-45	56	56
46+	18	18
Total	100	100.00%
Marital status		
Single	16	16
Married	58	58
Separated	14	14
Widowed	12	12
Total	100	100.00%
Level of education		
Secondary	14	14
Tertiary	32	32
University	54	54
Total	100	100.00%
Period working at the local government		
0-5 years	23	23
6-10 years	62	62
11+ years	15	15
Total	100	100.00%

Source: Primary data (2023)

Based on the study findings on local government bureaucracy and service delivery in Kikuube District, Uganda, the following characteristics were observed among the respondents:

On gender, the majority of the respondents were male, accounting for 65% of the total sample, while females accounted for 35%.

On age, the largest age group among the respondents was between 36 to 45 years, accounting for 56% of the total sample. The age group of 18 to 35 years accounted for 26%, and those aged 46 years and above accounted for 18%.

On marital status, the majority of the respondents were married, accounting for 58% of the total sample. Single respondents accounted for 16%, while separated and widowed respondents accounted for 14% and 12%, respectively.

On the level of education, the highest proportion of respondents had attained a university education, accounting for 54% of the total sample. Tertiary education was the second-highest level of education, with 32% of the respondents having attained this level. Secondary education accounted for 14% of the respondents.

During the period working at the Local Government, the majority of the respondents had been working at the local government for 6 to 10 years, accounting for 62% of the total sample. Respondents who had been working for 0 to 5 years accounted for 23%, while those who had been working for 11 or more years accounted for 15%.

These findings provide a demographic and professional profile of the respondents in the study. It shows that there is a higher representation of males, individuals within the age range of 36 to 45 years, and those who have been married. In terms of education, a significant proportion of the respondents hold a university degree. The duration of employment at the local government is relatively balanced, with the highest percentage being in the 6 to 10 years range.

These characteristics provide a basis for understanding the perspectives and experiences of the respondents about local government bureaucracy and service delivery in Kikuube District, Uganda. The findings highlight the need for gender-inclusive policies and programs, considering the male-dominated nature of the local government workforce. Additionally, the study findings suggest that efforts should be made to address the specific needs and concerns of employees across different age groups, marital statuses, and

educational backgrounds. Finally, the duration of employment should also be considered in identifying potential areas for improvement in service delivery, as individuals at different stages of their careers may have varying levels of experience and expertise that can contribute to service delivery outcomes.

Overall, these findings provide valuable insights into the demographics and characteristics of the respondents in the study, which can help inform strategies and interventions aimed at improving local government bureaucracy and service delivery in Kikuube District, Uganda.

Procurement bureaucracies and services delivery in Kikuube district

The Researcher used Likert 5-point scale and descriptive statistics to capture the opinions of the respondents on the study variables. For this particular section 5 = Strongly Agree, 4= Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree.

Table 4: Procurement bureaucracies and services delivery in Kikuube district.

	Mean	std
Bureaucratic procedures can cause delays in the procurement process, from advertising tenders to evaluating bids and awarding contracts.	4.3	0.2
Bureaucratic processes restrict the number of potential service providers who can participate in the procurement process hence limits the level of competition resulting into potentially higher costs for services	4.6	0.6
Bureaucratic procurement processes create opportunities for corruption and favoritism due to discretionary powers that is used for personal gain undermining service delivery	4.4	0.4
Bureaucratic procedures lead to inefficient resource allocation due to lack of transparency and accountability mechanisms hence resources allocated to politically connected individuals and companies leading to suboptimal utilization of resources and lower quality of service delivery.	4.3	0.2
Bureaucratic procurement processes are inflexible and rigid hence the local government cannot quickly adapt to changing circumstances or emergencies which hinder timely acquisition and deployment of resources for services.	4.4	0.3

Based on the mean responses obtained from the respondents, it can be concluded that there is a strong agreement among respondents regarding the impact of procurement bureaucracies on service delivery in Kikuube district.

On the statement “Bureaucratic procedures can cause delays in the procurement process”, the respondents strongly agree with this statement, with a mean response of 4.3. This suggests that bureaucratic procedures in the procurement process are causing delays, which hinder timely service delivery.

On the statement “Bureaucratic processes restrict the number of potential service providers”, the respondents strongly agree with this statement, with a mean score of 4.6. This indicates that bureaucratic processes are restricting the number of service providers who can participate in the procurement process, leading to limited competition and potentially higher costs for services.

On the statement “Bureaucratic procurement processes create opportunities for corruption and favoritism”, the respondents also strongly agree with this statement, with a mean score of 4.4. This suggests that discretionary powers in bureaucratic procurement processes are being used for personal gain, undermining service delivery.

On the statement “Bureaucratic procedures lead to inefficient resource allocation”, the respondents strongly agree with this statement, with a mean response of 4.3. This implies that a lack of transparency and accountability mechanisms in bureaucratic procedures results in resources being allocated to politically connected individuals and companies, leading to suboptimal utilization of resources and lower quality of service delivery.

On the statement “Bureaucratic procurement processes are inflexible and rigid”, the respondents strongly agree with this statement, with a mean response of 4.4. This indicates that bureaucratic processes hinder the local government's ability to adapt quickly to changing circumstances or emergencies, which affects the timely acquisition and deployment of resources for services.

In conclusion, the findings suggest that procurement bureaucracies in Kikuube district are negatively impacting service delivery. The bureaucratic procedures are causing delays, restricting competition, fostering corruption and favoritism, leading to inefficient resource allocation, and hindering the timely acquisition of resources. These factors contribute to lower quality of service delivery and potentially higher costs for services. Therefore, there is a need to address and streamline the bureaucratic procurement processes to improve service delivery in the district.

Finance bureaucracies and service delivery in Kikuube District Local government

The Researcher used a Likert 5-point scale and descriptive statistics to capture the opinions of the respondents on the study variables. For this particular section 5 = Strongly Agree, 4= Agree, 3 = Neutral, 2= Disagree, and 1 = Strongly Disagree.

Table 5: Finance bureaucracies and service delivery in Kikuube District Local government.

	Mean	std
Finance bureaucracies ensure financial accountability and transparency in allocation and utilization of resources leading to improved service delivery.	4.3	0.2
Finance bureaucracies also help in preventing corruption and embezzlement of public funds, which can hinder service delivery.	4.6	0.4
Finance bureaucracies establish financial controls and procedures that ensure compliance with legal and regulatory requirements hence guarantees that public funds are used in accordance with the law and are aligned with the needs and priorities of the community.	4.1	0.7
Finance bureaucracies help in preventing mismanagement of funds and ensure that services are delivered effectively and efficiently.	1.5	0.6
Bureaucratic procedures and processes are time-consuming and complex, leading to delays in the disbursement of funds hindering the implementation of service delivery projects and programs, causing a slowdown in progress.	4.2	0.1
Finance bureaucracies have excessive bureaucracy and red tape, making it difficult for local government officials to access funds for urgent and immediate needs hence delays and bottlenecks in addressing urgent service delivery issues.	4.3	0.2
Finance bureaucracies prioritize compliance and financial controls over service delivery outcomes hence most urgently needed services do not receive sufficient funding and attention.	4.6	0.3
Finance bureaucracies often lack flexibility and adaptability due to rigid rules and regulations limiting the local government's ability to respond effectively to changing circumstances and deliver services in a timely and efficient manner.	4.2	0.2

The study findings show that the respondents generally agree that finance bureaucracies play a crucial role in ensuring financial accountability and transparency in the allocation and utilization of resources, which leads to improved service delivery. The mean response for this statement was 4.3, indicating a high level of agreement among the respondents.

Similarly, the respondents strongly agree that finance bureaucracies help in preventing corruption and embezzlement of public funds, which can hinder service delivery. The mean response for this statement was 4.6, indicating a high level of agreement.

The respondents also agree that finance bureaucracies establish financial controls and procedures that ensure compliance with legal and regulatory requirements, guaranteeing that public funds are used by the law and aligned with the needs and priorities of the community. The mean response for this statement was 4.1.

However, the respondents strongly disagree with the statement that finance bureaucracies help prevent mismanagement of funds and ensure effective and efficient service delivery. The mean response for this statement was 1.5, indicating a high level of disagreement.

The findings also show that the respondents generally agree that bureaucratic procedures and processes are time-consuming and complex, leading to delays in the disbursement of funds and hindering the implementation of service delivery projects and programs. The mean response for this statement was 4.2.

Moreover, the respondents agree that finance bureaucracies have excessive bureaucracy and red tape, making it difficult for local government officials to access funds for urgent and immediate needs, resulting in delays and bottlenecks in addressing urgent service delivery issues. The mean response for this statement was 4.3.

Additionally, the respondents agree that finance bureaucracies prioritize compliance and financial controls over service delivery outcomes, which can lead to insufficient funding and attention for urgently needed services. The mean response for this statement was 4.6.

Finally, the respondents also agree that finance bureaucracies often lack flexibility and adaptability due to rigid rules and regulations, limiting the local government's ability to respond effectively to changing circumstances and deliver services in a timely and efficient manner. The mean response for this statement was 4.2.

In summary, the study findings suggest that while finance bureaucracies are generally seen as beneficial in ensuring financial accountability and transparency, there are concerns about their potential negative impacts on service delivery. These concerns include delays in project implementation, difficulties in accessing funds for urgent needs, and a prioritization of compliance over service delivery outcomes. Additionally, the lack of flexibility and adaptability due to rigid rules and regulations is also a perceived limitation of finance bureaucracies.

Human resource bureaucracies and service delivery in Kikuube District Local government

The Researcher used a Likert 5-point scale and descriptive statistics to capture the opinions of the respondents on the study variables. For this particular section 5 = Strongly Agree, 4= Agree, 3 = Neutral, 2= Disagree, and 1= Strongly Disagree.

Table 6: Human resource bureaucracies and service delivery in Kikuube District Local government.

	Mean	Std
Human resource bureaucracies are responsible for recruiting and selecting competent and qualified individuals to deliver better services.	4.0	0.4
Human resource bureaucracies are associated with training of employees which equips the employees with the necessary skills and knowledge to perform their jobs effectively leading to better service delivery.	2.7	0.3
Human resource bureaucracies are responsible for implementing performance management systems, including performance appraisals, feedback mechanisms, and reward systems hence a guide to improved service delivery.	1.2	0.7
Human resource bureaucracies are involved in workforce planning, which includes determining the staffing needs in various departments and allocating resources accordingly for service delivery.	4.8	0.5
Human resource bureaucracies are associated with human resource policies that promote work-life balance, provide opportunities for professional growth, and prioritize employee well-being contribute to a motivated workforce for improved service delivery.	4.5	0.6

Based on the findings, it can be noted that human resource bureaucracies in Kikuube District Local government play a significant role in recruiting and selecting competent individuals, as evidenced by the mean response of 4.0. This implies that the local government prioritizes the hiring of qualified and skilled employees to ensure better service delivery.

However, the findings also indicate that human resource bureaucracies are not effectively associated with training employees to perform their jobs effectively. The mean response of 2.7 suggests that there is room for improvement in terms of providing the necessary skills and knowledge to employees. This could potentially have a negative impact on service delivery.

In addition, it is alarming to see that the implementation of performance management systems, including performance appraisals, feedback mechanisms, and reward systems, is rated very low with a mean response of 1.2. This suggests that there is a lack of effective performance management practices in place, which could hinder service delivery.

On a positive note, the findings indicate that human resource bureaucracies are actively involved in workforce planning, with a high mean response of 4.8. This suggests that the local government recognizes the importance of determining staffing needs and allocating resources accordingly to ensure better service delivery.

Lastly, the findings also show that human resource bureaucracies in Kikuube District Local government have implemented human resource policies that promote work-life balance, provide opportunities for professional growth, and prioritize employee well-being. The high mean score of 4.5 suggests that these policies contribute to a motivated workforce for improved service delivery.

In conclusion, while human resource bureaucracies in Kikuube District Local government are effective in certain areas such as recruitment and workforce planning, there are areas where improvement is needed, particularly in training employees and implementing performance management systems. The presence of human resource policies that promote employee well-being is a positive aspect that contributes to a motivated workforce. Overall, these

findings highlight the importance of strengthening human resource practices to enhance service delivery in the local government.

Correlational findings

Table 7: Correlation findings on procurement bureaucracies, Finance bureaucracies, human resource bureaucracies, and service delivery in Kikuube District.

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		Procurement bureaucracies	Finance bureaucracies	Human resource bureaucracies	Service delivery in Kikuube District
Service delivery in Kikuube District	Pearson Correlation	-0.491**	0.625**	0.673**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	100	100	100	100

***. Correlation is significant at the 0.01 level (2-tailed).*

Based on the correlational findings of the study, the relationship between procurement bureaucracies, finance bureaucracies, human resource bureaucracies, and service delivery in Kikuube District were as follows;

The correlation between procurement bureaucracies and service delivery in Kikuube District was -0.491. This negative correlation suggests that as procurement bureaucracies increase, service delivery tends to decrease. This implies that bureaucratic processes and inefficiencies in procurement hinder the timely and effective delivery of services in the district.

The correlation between finance bureaucracies and service delivery was 0.625. This positive correlation indicates that as finance bureaucracies increase, service delivery also tends to increase. This indicates that better financial management and governance leads to improved service delivery in Kikuube District.

The correlation between human resource bureaucracies and service delivery was 0.673. This positive correlation indicates that as human resource bureaucracies increase, service delivery also tends to increase. This implies that having well-structured human resource management processes, including recruitment, training, and performance evaluation, can positively impact service delivery.

From these findings, there is a need to address the negative impact of procurement bureaucracies on service delivery. Efforts should be made to streamline and simplify the procurement processes in Kikuube District to promote efficient and effective service delivery.

The positive correlations between finance bureaucracies and human resource bureaucracies with service delivery indicate the importance of strong financial management and human resource practices. Investing in financial and human resource capacity building can lead to improved service delivery outcomes in the district.

Overall, these findings highlight the importance of addressing bureaucracy-related challenges in procurement while emphasizing the significance of well-managed finance and human resource functions in enhancing service delivery in Kikuube District. By implementing appropriate reforms and strategies in these areas, the district can strive towards more efficient and effective service delivery for its constituents.

Regression findings on local government bureaucracies and service delivery in Kikuube district

Table 8: Regression findings relationship between local government bureaucracies and service delivery in Kikuube district

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.314	.001		5.687	.000
	Procurement bureaucracies	-2.636	.003	0.537	5.412	.001
Independent variable: Local government bureaucracies						
	R square	0.672 ^a			F-statistics	5.513
	Adjusted R Square	0.614			Sig.	0.001
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.311	.002		5.118	.001
	Finance bureaucracies	5.239	.002	5.413	5.846	.000
Independent variable: Local government bureaucracies						
	R square	0.575 ^b			F-statistics	4.316
	Adjusted R Square	0.557			Sig.	0.001
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.445	0.011		4.551	0.014
	Human resource bureaucracies	0.423	0.014	0.418	5.567	0.000
Independent variable: Local government bureaucracies						
	R square	0.561 ^c			F-statistics	6.348
	Adjusted R Square	0.548			Sig.	0.001

In the first model, the coefficient for procurement bureaucracies is -2.636, indicating that an increase in procurement bureaucracies leads to a decrease in service delivery. This relationship is statistically significant, with a t-value of 5.412. This suggests that an increase in procurement bureaucracies may result in inefficiencies or delays in the delivery of services.

In the second model, the coefficient for finance bureaucracies is 5.239, indicating that an increase in finance bureaucracies leads to an increase in service delivery. This relationship is statistically significant, with a t-value of 5.846. This suggests that a well-functioning finance bureaucracy may result in improved resource allocation and financial management, leading to better service delivery.

In the third model, the coefficient for human resource bureaucracies is 0.423, indicating that an increase in human resource bureaucracies leads to an increase in service delivery. This relationship is statistically significant, with a

t-value of 5.567. This suggests that having sufficient and efficient human resources in the local government bureaucracy results in an improved capacity to deliver services.

Overall, the findings suggest that different types of bureaucracies within the local government have varying effects on service delivery. While procurement bureaucracies may have a negative impact, finance, and human resource bureaucracies are associated with improved service delivery.

These findings have several implications for policymakers and local government officials. Firstly, efforts should be made to improve procurement bureaucracies to reduce inefficiencies and delays in service delivery. This may involve streamlining procurement processes and ensuring transparency and accountability.

Secondly, investment in finance bureaucracies should be prioritized to ensure effective resource allocation and

financial management. Adequate funding and training for finance personnel may be necessary to achieve this.

Thirdly, attention should be given to human resource bureaucracies to ensure that there are enough skilled and competent staff to deliver services effectively. Recruitment, training, and professional development programs may be required to build the capacity of human resources within the local government.

In conclusion, the study provides evidence of the relationship between local government bureaucracies and service delivery in Kikuube district. It suggests that different types of bureaucracies within the local government have varying effects on service delivery. While procurement bureaucracies may hinder service delivery, finance, and human resource bureaucracies are associated with improved service delivery. These findings have important policy implications and highlight the need for effective management and investment in different bureaucratic functions to enhance service delivery.

DISCUSSION OF FINDINGS

Summary of findings on procurement bureaucracies and services delivery in Kikuube district

Based on the mean responses obtained from the respondents, it can be concluded that there is a strong agreement among respondents regarding the impact of procurement bureaucracies on service delivery in Kikuube district.

On the statement “Bureaucratic procedures can cause delays in the procurement process”, the respondents strongly agree with this statement, with a mean response of 4.3. This suggests that bureaucratic procedures in the procurement process are causing delays, which hinder timely service delivery.

On the statement “Bureaucratic processes restrict the number of potential service providers”, the respondents strongly agree with this statement, with a mean score of 4.6. This indicates that bureaucratic processes are restricting the number of service providers who can participate in the procurement process, leading to limited competition and potentially higher costs for services.

On the statement “Bureaucratic procurement processes create opportunities for corruption and favoritism”, the respondents also strongly agree with this statement, with a mean score of 4.4. This suggests that discretionary powers in bureaucratic procurement processes are being used for personal gain, undermining service delivery.

On the statement “Bureaucratic procedures lead to inefficient resource allocation”, the respondents strongly

agree with this statement, with a mean response of 4.3. This implies that lack of transparency and accountability mechanisms in bureaucratic procedures results in resources being allocated to politically connected individuals and companies, leading to suboptimal utilization of resources and lower quality of service delivery.

On the statement “Bureaucratic procurement processes are inflexible and rigid”, the respondents strongly agree with this statement, with a mean response of 4.4. This indicates that bureaucratic processes hinder the local government's ability to adapt quickly to changing circumstances or emergencies, which affects the timely acquisition and deployment of resources for services.

In conclusion, the findings suggest that procurement bureaucracies in Kikuube district are negatively impacting service delivery. The bureaucratic procedures are causing delays, restricting competition, fostering corruption and favoritism, leading to inefficient resource allocation, and hindering the timely acquisition of resources. These factors contribute to lower quality of service delivery and potentially higher costs for services. Therefore, there is a need to address and streamline the bureaucratic procurement processes to improve service delivery in the district.

Summary of findings on finance bureaucracies and service delivery in Kikuube district Local government

The study findings show that the respondents generally agree that finance bureaucracies play a crucial role in ensuring financial accountability and transparency in the allocation and utilization of resources, which leads to improved service delivery. The mean response for this statement was 4.3, indicating a high level of agreement among the respondents.

Similarly, the respondents strongly agree that finance bureaucracies help in preventing corruption and embezzlement of public funds, which can hinder service delivery. The mean response for this statement was 4.6, indicating a high level of agreement.

The respondents also agree that finance bureaucracies establish financial controls and procedures that ensure compliance with legal and regulatory requirements, guaranteeing that public funds are used by the law and aligned with the needs and priorities of the community. The mean response for this statement was 4.1.

However, the respondents strongly disagree with the statement that finance bureaucracies help prevent mismanagement of funds and ensure effective and efficient service delivery. The mean response for this statement was 1.5, indicating a high level of disagreement.

The findings also show that the respondents generally agree that bureaucratic procedures and processes are time-consuming and complex, leading to delays in the disbursement of funds and hindering the implementation of service delivery projects and programs. The mean response for this statement was 4.2.

Moreover, the respondents agree that finance bureaucracies have excessive bureaucracy and red tape, making it difficult for local government officials to access funds for urgent and immediate needs, resulting in delays and bottlenecks in addressing urgent service delivery issues. The mean response for this statement was 4.3.

Additionally, the respondents agree that finance bureaucracies prioritize compliance and financial controls over service delivery outcomes, which can lead to insufficient funding and attention for urgently needed services. The mean response for this statement was 4.6.

Finally, the respondents also agree that finance bureaucracies often lack flexibility and adaptability due to rigid rules and regulations, limiting the local government's ability to respond effectively to changing circumstances and deliver services in a timely and efficient manner. The mean response for this statement was 4.2.

In summary, the study findings suggest that while finance bureaucracies are generally seen as beneficial in ensuring financial accountability and transparency, there are concerns about their potential negative impacts on service delivery. These concerns include delays in project implementation, difficulties in accessing funds for urgent needs, and a prioritization of compliance over service delivery outcomes. Additionally, the lack of flexibility and adaptability due to rigid rules and regulations is also a perceived limitation of finance bureaucracies.

Summary of findings on human resource bureaucracies and service delivery in Kikuube District Local government

Based on the findings, it can be noted that human resource bureaucracies in Kikuube District Local government play a significant role in recruiting and selecting competent individuals, as evidenced by the mean response of 4.0. This implies that the local government prioritizes the hiring of qualified and skilled employees to ensure better service delivery.

However, the findings also indicate that human resource bureaucracies are not effectively associated with training employees to perform their jobs effectively. The mean response of 2.7 suggests that there is room for improvement in terms of providing the necessary skills and knowledge to employees. This could potentially have a negative impact on service delivery.

In addition, it is alarming to see that the implementation of performance management systems, including performance appraisals, feedback mechanisms, and reward systems, is rated very low with a mean response of 1.2. This suggests that there is a lack of effective performance management practices in place, which could hinder service delivery.

On a positive note, the findings indicate that human resource bureaucracies are actively involved in workforce planning, with a high mean response of 4.8. This suggests that the local government recognizes the importance of determining staffing needs and allocating resources accordingly to ensure better service delivery.

Lastly, the findings also show that human resource bureaucracies in Kikuube District Local government have implemented human resource policies that promote work-life balance, provide opportunities for professional growth, and prioritize employee well-being. The high mean score of 4.5 suggests that these policies contribute to a motivated workforce for improved service delivery.

In conclusion, while human resource bureaucracies in Kikuube District Local government are effective in certain areas such as recruitment and workforce planning, there are areas where improvement is needed, particularly in training employees and implementing performance management systems. The presence of human resource policies that promote employee well-being is a positive aspect that contributes to a motivated workforce. Overall, these findings highlight the importance of strengthening human resource practices to enhance service delivery in the local government.

Summary of findings on correlational findings

The correlation between procurement bureaucracies and service delivery in Kikuube District was -0.491. This negative correlation suggests that as procurement bureaucracies increase, service delivery tends to decrease. This implies that bureaucratic processes and inefficiencies in procurement hinder the timely and effective delivery of services in the district.

The correlation between finance bureaucracies and service delivery was 0.625. This positive correlation indicates that as finance bureaucracies increase, service delivery also tends to increase. This indicates that better financial management and governance lead to improved service delivery in Kikuube District.

The correlation between human resource bureaucracies and service delivery was 0.673. This positive correlation indicates that as human resource bureaucracies increase, service delivery also tends to increase. This implies that

having well-structured human resource management processes, including recruitment, training, and performance evaluation, can positively impact service delivery.

From these findings, there is a need to address the negative impact of procurement bureaucracies on service delivery. Efforts should be made to streamline and simplify the procurement processes in Kikuube District to promote efficient and effective service delivery.

The positive correlations between finance bureaucracies and human resource bureaucracies with service delivery indicate the importance of strong financial management and human resource practices. Investing in financial and human resource capacity building can lead to improved service delivery outcomes in the district.

Overall, these findings highlight the importance of addressing bureaucracy-related challenges in procurement while emphasizing the significance of well-managed finance and human resource functions in enhancing service delivery in Kikuube District. By implementing appropriate reforms and strategies in these areas, the district can strive towards more efficient and effective service delivery for its constituents.

Summary of findings on local government bureaucracies and service delivery in Kikuube district.

In the first model, the coefficient for procurement bureaucracies is -2.636, indicating that an increase in procurement bureaucracies leads to a decrease in service delivery. This relationship is statistically significant, with a t-value of 5.412. This suggests that an increase in procurement bureaucracies may result in inefficiencies or delays in the delivery of services.

In the second model, the coefficient for finance bureaucracies is 5.239, indicating that an increase in finance bureaucracies leads to an increase in service delivery. This relationship is statistically significant, with a t-value of 5.846. This suggests that a well-functioning finance bureaucracy may result in improved resource allocation and financial management, leading to better service delivery.

In the third model, the coefficient for human resource bureaucracies is 0.423, indicating that an increase in human resource bureaucracies leads to an increase in service delivery. This relationship is statistically significant, with a t-value of 5.567. This suggests that having sufficient and efficient human resources in the local government bureaucracy results in an improved capacity to deliver services.

Overall, the findings suggest that different types of bureaucracies within the local government have varying effects on service delivery. While procurement bureaucracies may have a negative impact, finance, and human resource bureaucracies are associated with improved service delivery.

These findings have several implications for policymakers and local government officials. Firstly, efforts should be made to improve procurement bureaucracies to reduce inefficiencies and delays in service delivery. This may involve streamlining procurement processes and ensuring transparency and accountability.

Secondly, investment in finance bureaucracies should be prioritized to ensure effective resource allocation and financial management. Adequate funding and training for finance personnel may be necessary to achieve this.

Thirdly, attention should be given to human resource bureaucracies to ensure that there are enough skilled and competent staff to deliver services effectively. Recruitment, training, and professional development programs may be required to build the capacity of human resources within the local government.

In conclusion, the study provides evidence of the relationship between local government bureaucracies and service delivery in Kikuube district. It suggests that different types of bureaucracies within the local government have varying effects on service delivery. While procurement bureaucracies may hinder service delivery, finance, and human resource bureaucracies are associated with improved service delivery. These findings have important policy implications and highlight the need for effective management and investment in different bureaucratic functions to enhance service delivery.

CONCLUSION

The findings from the survey indicate that procurement bureaucracies in Kikuube district are significantly and negatively impacting service delivery. Finance bureaucracies are considered important in ensuring financial accountability and transparency in the allocation and utilization of resources, as well as preventing corruption and embezzlement of public funds.

Human resource bureaucracies in Kikuube District Local government are effective in certain areas such as recruitment and workforce planning, there are areas where improvement is needed, particularly in training employees and implementing performance management systems. Bureaucratic processes and inefficiencies in procurement hinder the timely and effective delivery of services in the

district. As finance bureaucracies increase, service delivery also tends to increase. Having well-structured human resource management processes, including recruitment, training, and performance evaluation, can positively impact service delivery.

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RECOMMENDATIONS

The local government should address the bureaucratic procedures causing delays in the procurement process. Simplify and expedite the procurement procedures to reduce delays and restrict the number of potential service providers. The local government should implement measures to prevent corruption and favoritism in procurement. This can include implementing transparent procurement guidelines and strict oversight mechanisms to ensure fair allocation of resources.

The local government should address the inefficiencies in resource allocation by reviewing and revising the current systems. Develop a more flexible and agile resource allocation process that allows for prioritization and efficient use of resources.

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LIST OF ACRONYMS

AU	African Union
EAC	East African Community
IFMIS	Integrated Financial Management System
BRU	Bureaucracy Reform Unit
CVI	Content Validity Index
SPSS	Statistical Package for Social Scientists

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The author did not declare any conflict of interest

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