

Bureaucratic Features and Job Performance in Nigeria: A Study of Delta State Civil Service

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ABSTRACT

The study was premised on Bureaucratic Features and Job Performance in the Civil Service of Delta State. Bureaucracy as a concept was popularized by the German Sociopolitical Philosopher, Max Weber. Ideally speaking, the principles of bureaucracy, fit a very large organization, like the civil service. However, the practice of it in Nigeria is somewhat of a challenge, due to certain unnecessary delays and strict adherence to protocols. Bureaucratic bottlenecks cum red tape, has been a hydra problem in most large organization (the civil service, in particular), touching all aspects of its activities. Bureaucratic bottleneck, refers to the unwarranted stampede in getting things done, in the civil service. It has affected the level of productivity in no small ways. It ranges from, stunting productivity level and/or job performance in various organizations (the Civil service mostly affected). One of the myriad of factors responsible for job performance, is motivation. Motivation, is a major determinant in productivity. If people are happy, fairly treated or so, it goes onto influencing their working attitude. Aside the problem of bottlenecks in the civil service, other factors affect job performance. As earlier established, lack of motivation in the civil service, is a major cause for the epileptic nature of job performance. The structure of the civil service, does not give much room for the welfare (psychological, mental, emotional, etc) of the servants. Another major determinant on job performance in the civil service, is managerial style. Managers are leaders, in an organization. There is a high level of recklessness on the top echelon of the civil service. Rather than, for managers to be up and doing, they end up mismanaging, embezzling, squandering, and looting public funds. There is a very high level of corruption, nepotism, what have you. There is also, the problem of age falsification. Age falsification, which is the deliberate misrepresentation of one's age, so as to be eligible for a job, is a major bane in the civil service, with much emphasis on Delta State. When there are more of over aged civil servants, it affects production level, a great deal. There is an extent an old fellow, one in his/her 60's, can go. In ensuring that the aim and objectives of the study are attained, the secondary method of data collection, was subscribed to. We made ample use of both historic and content analysis. We

adopted the Bureaucratic Theory popularized by the German Sociopolitical philosopher, Max Weber and the Two-Factor Theory, put forward by Frederick Herzberg, as our theoretical framework. From our study, the following findings (but not limited to) were obtained; that there is a relationship between bureaucratic features and job performance in the civil service (Delta State not exempted). That bureaucracy, though, an important feature in large organizations (like the civil service) is a major reason for the epileptic job performance, in the civil service. Its bottlenecks and/or red tapism (unnecessary emphasis on laid down rules and regulations), slows work process, decision making and service delivery. That aside bottlenecks (in the civil service), factors like, managerial recklessness, corruption, nepotism, and what have you, affect performance level of civil servants.

Keywords: *Bureaucracy, Features, Job Performance, Civil Service*

Introduction

Despite the global acceptance and/or application of bureaucracy, it is characterized by quite a number of challenges. Bureaucratic procedures entails rigorous writings and routine using a long listed channels of officials creating unnecessary stampedes and frustration. Communication is almost minimal with workers trying to be stereotypic in adherence to laid down rules and regulations, with attendant effect of delay in decision outcomes. The fact that Bureaucracy preaches strict compliance to rules and regulations, speak much to the criticism of not encouraging originality and/or innovativeness.

It has overtime suffered a number of criticisms for being too strict, rigid and/or static. Most often than not, strictness results in timidity, conservatism and/or technicism (Makbere, 2019). Bureaucratic features when followed to the latter, may give room to failures, as societal problem changes. We cannot always do things the old way and expect to get a new or better result.

Bureaucrats are a core element of state capacity. They are responsible for the execution of policy and thus have a strong effect on societal outcomes. Bureaucratic effectiveness is specifically pivotal in developing economies (Bertrand, M *et al*, 2015).

The term is said to have started in the 18th century when absolutist monarchies developed their central administration. Bureaucracy was first used by Vincent de Gournay (1712-1759) in his findings, where he associated bureaucrats to unproductivity (Omoniyi and Etim, 2017). Thereafter, in 1946, Max Weber initiated thinking about bureaucratic organization into contemporary sociology and organization theory, opining that bureaucracy is when organization of human activities become rationalized and it is based on impersonal rules which have the backing of the constitution. Bureaucratic rules are drawn specifically by the management or government to oversee the activities of a large set-up and it is characterized by a structured set of rules that ensures for labour division, hierarchy and impersonal relationships.

Bureaucracy is an arrangement of ordering and specifying relationships between personnel of organization (Omoniyi and Etim, 2017). These relationships are rationally bound, with authority conferred in an office not the individual.

Ideally, all bureaucratic activities and associations are structured to enhance the accomplishment of organizational goals applying the dimensions viz the impersonal approach to interpersonal relationships, systematic approach, division of labour, a well established hierarchy of authority, technical proficiency based selection and promotion, and a well written and rigid and regulations.

The role of bureaucracy in the Civil Service on the effectiveness of job performance

globally, cannot be overemphasized. This is so, because, government's and its agencies play a very vital role when we consider the ever-expanding range of activities to be carried out by modern states (Makbere, 2019). All over the world, governments are often responsible for the economic, political and welfare of their citizens. The Civil Service employing the tenets of bureaucracy is one of the basic instruments used by the government to carry-out these public policies viz-a-viz the functions and responsibilities that are transformed into realistic actions (Makbere, 2019).

In that regard, it would not be out of place to admit that, the role of bureaucracy is of topnotch priority to the Civil service of any country and determines how job performance would turn out. Bureaucracy unequivocally, can be said to be the major platform for organizing the public administration of any state. In recent times, the term has almost become synonymous to public administration. However, it has earned certain numbers of unpleasant connotations viz red-tapism (unnecessary delay), laziness, arrogance and what have you (Makbere, 2019).

In the words of Makbere (2019), bureaucracy is criticized for promoting what is termed "Bureaupathology." Bureaupathology is a situation where managers see competition (often unhealthy) as the way to advancement, and are accountable for whatever actions, making subordinates (especially those endowed in the field) to reduce their commitment cum performance due to fear and/or jealousy. To worsen things, some desperate managers can go as far as soliciting the help of "witch doctors or dibias" just to maintain their positions.

Contemporarily, bureaucracy is becoming unpopular due to all these limitations. Some scholars and academics alike, have termed it "a continental bane, a structural dinosaur and an impersonal villain" (Makbere, 2019). Bureaucrats on the other hand, are seen as frustrated old-fashioned men, skilled in wasting time, money and energy.

Objectives

The objective(s) of this study are;

First, to understand the nature of bureaucracy and Civil service in Nigeria, respectively.

Second, to underscore the impact of bureaucratic features vis-a-vis job performance in the Delta State Civil Service.

Also, to inquire whether unnecessary delay in getting things done affects job performance in the Civil Service.

Furthermore, to highlight the role motivation plays on job performance in the civil service.

Conceptual Framework

Origin of Bureaucracy

According to Suzuki et al (2020), the Weberian bureaucratic model is multifaceted viz;

- i. A formal arrangement (e.g hierarchy and professionalism),
- ii. Administrative protocols and processes (e.g compliance to formal principles, strong emphasis on law) and
- iii. a personnel system (e.g recruitment by merit, seniority and protection of tenure).

In the words of Longley (2022), bureaucracy is an organization that comprises different sub-structures, each having its policy cum decision making body. It refers to any organization, be it public or private owned that, comprised of various departments and/or units that are responsible for policy-making (Longley, 2022).

To Haveman and Kluttz (2016), bureaucracy refers to a particular form of organization, one where responsibilities are assigned among technical experts who commit themselves to the organization and whose operations are structured by rational rules, hierarchy and written

documents.

Bureaucracy is a system of administration adopted to rule and serve people in a societal set-up (Grimsley, 2022).

The father of modern bureaucracy is the German economic and socio-political philosopher, Max Weber (1864-1920). Weber is considered as one of the frontline modern organizational theorists. He considered bureaucracy from an optimistic perspective- adjudging it to be more rational and effective as against the opinion of historical theorists (Grimsley, 2022). Following Weber, many scholars (like Boulding, 1953; Jacoby, 1973) have added that bureaucracies are both effect of modernization, and constitutional modernity at that.

The evolution of bureaucracy require a money economy (to pay salaries), a concentrated state (that requires coordinated actions to actualize huge, difficult goals), and an increase in the figures, scale and various administrative tasks.

According to Weber, traditional authority is premised on the upholding of immemorial dogma or sacrament and loyalty to the leader. The divine right of kings, one of the foremost theories on origin of the state, is a good example of traditional authority. Charismatic authority, is the second form of authority. This style is premised on the unique personal attributes of the leader viz sacredness, heroism or extra-ordinary character. An ideal example of the charismatic leader is Mahatma Gandhi (the father of modern India who led her to independence in 1947). The third form of authority is the legal-rational authority. This type of authority is premised on a system of laws or rules and the right of leadership derived from those rules. An individual elected to the upper legislative house in Nigeria is an example of a legal-rational leader.

Each form of authority has its corresponding system of administration that executes policies and decisions for the leader. However, these administrators do not have an overt duties that are based on the constitution. Whilst traditional administration is primarily organized under a patriarchal, patrimonial or feudal system (e.g feudal Lords were given serfs by the monarch), the charismatic leader do not follow a formal rule. Leadership style here is at the mercy of the leader. It was the legal rational authority that Weber termed, "bureaucratic administration." This is so, because, a bureaucratic administration is premised on a system of laws and rules. It was this, he called an 'ideal-type bureaucracy.'

Characteristic Features of Bureaucracy

Bureaucracy depicts an ideal type of public administration. It has a robust structure that enhance the actualization of public goals (Kali, 2021). It advocates for fairness, rationality, discipline and equity in public administration.

According to Vliet (2017), bureaucracy as a term is credited to the German Sociologist, Max Weber (1864-1920). The modern literature on bureaucracy emanates from the works of Max Weber, who asserted that bureaucracy is closely knitted to public administration.

However, Weber paid little or no attention to the public officials well-being and how bureaucracy can affect job commitment and performance.

In the opinion of Panday (2017), Civil servants are recruited according to their technical know-how, their promotion is premised on advancement in career or education, and the influence of technocrats is within the administration, while that of political office-holders is in politics. To him, there is a difference between the two.

To Enahoro (2016), the complex relationship between bureaucrats and politicians pose alot of problems to public officials, as the good side of the former is overwhelmed as it interact with the latter. Research have shown that unfavourable policies and political environment impedes

policies implementation. For example, Enahoro (2016) discovered that Nigeria bureaucracy is hindered by constitutional lacuna and/or hiccups, coupled with poor conditions of service. All these reduce the performance of civil servants in Nigeria.

In the words of Rakolobe (2019), the problem of bureaucracy begins when Civil servants fail to comply with the principle of "Non partisan". Cliffs Notes (2022) opines that, bureaucracy is a form of organization noted for its size and difficulties.

All things related to a bureaucracy- responsibilities, jobs and/or assignments- are there to meet certain goals. Bureaucracies cut-across all levels of government viz federal, state, county, and municipal levels of government, as well as large private organizations. Anyone working for government agencies, from high-level managers and executives to clerical officers, are bureaucrats (CliffNotes, 2022).

One of the major criticisms or drawback of bureaucracies is the issue of "red tape"- the paperwork that slows down actualization of an otherwise easy responsibility. Some of the negative connotations that have been associated with bureaucracies includes, standing in queues and encounters with rigid and unsympathetic clerks (CliffNotes, 2022).

Regardless of this popular view, bureaucracy is necessary for big governmental agencies to operate. Bureaucracies all over the world, have certain things in common viz, specialization, hierarchy of authority, impersonality and formal rules.

These characteristics are briefly discussed:

Specialization

Workers in a bureaucracy perform task that are specific and requires series of training and expertise. Trained officials can actualize their tasks efficiently. However, a major drawback to specialization is that bureaucrats most often than not are not allowed to work out of class i.e perform task outside their job description.

Hierarchy of Authority

Bureaucratic structure is called a hierarchy a progression from one level (the most menial job) to the highest (executive).

Note: Each level has clearly defined authority.

Formal Rules

Bureaucracies function under formal rules. These instructions spell out how all responsibilities in the organization or in a particular level of the hierarchy are to be carried out. The rules are called Standard Operating Procedures (SOP) and are formalized in procedural manuals.

Impersonality

Bureaucrats are organized individuals who are meant to substitute personal goals for organization's goals.

Discipline

Bureaucratic organizations which the civil service is a good example, is characterized by a high level of decorum, order and standard of operations.

There are drawbacks in the operation of bureaucracy, however.

First, the narrow focus on special expertise may cause a bureaucrat to keep mute in the face of a flaw in the course of operation. And, this may have a detrimental effect on job performance.

Worse still, it may be the inability of the bureaucrat to identify the problem if it happens in an area outside his authority.

Hierarchical structures, impede a democratic and/or participatory approach to problem-solving. Junior staffs find it somewhat of a herculean task to question the decisions of supervisors and executives or managers may be kept in dark about it.

Bureaucracy in Nigeria

State bureaucracy is thought to enhance development and good governance by providing unbiased strategies for social welfare in third world.

In Nigeria, bureaucratic ethos are quite unpopular and inconsistent, clients of social welfare exhibit less commitment for their bureaucratic institutions than government (Eme & Onwuka, 2020).

Bureaucracy as a system of administration purported to be the ideal and (perhaps) more efficient form of administration in both public and private organizations. As an ideal style with emphasizes laid on rules, regulations, authority, officialdom and technical qualifications as criteria for recruitment and promotion into both public and private organizations etc, the system was popularized by Max Weber, the German Sociologist to help improve on efficiency level through the application of certain principles (Morgan et al, 2019).

In the opinion of Uwah (2017), bureaucracy as a form of administration is premised on rules and rightful utilization of legal power in organizations.

That notwithstanding, the inefficiency noticed contemporarily, in most of the ministries, parastatals and agencies in Nigeria has been ascribed to the bureaucratic bottleneck in the civil service (Morgan et al, 2019).

According to Agboola (2016), bureaucracy is a rational arrangement of harmonizing human and material resources into a complex setting managed by professionals and/or experts. These organizations are supposed to be organized, fair and very professional. Mukoro (2015) contended that, "bureaucracy is premised on the principle of formalistic impersonality, implying that it is void of sentiments of any sort" (p. 252).

Bureaucracy is said to be the bedrock of the public service, but the reverse is the case in Nigeria. The bureaucracy of the civil service has become a bane and its characterized by alot of anomalies that has affected job performance. The inefficiency of the civil service structure in Nigeria was what led to the establishment of Service Compact with all Nigerians "SEVICOM" in the 21st March 2004 during the administration of president Olusegun Obasanjo in an attempt to lessen the inefficiency in the Civil Service and as well improve on performance (Morgan et al, 2019). Bureaucracy in Nigeria has always been plagued with quite a number of challenges that has hampered its effective role in governance and development in the country. Some of these problems range from rigidity of duties, lack of flexibility, low creative acumen, tribalism, nepotism and favoritism in the recruitment and designation of personnel into sensitive administrative positions. These have resulted in low level of productivity cum job performance, poor policy formulations and implementation which give rise to abysmal service delivery, accountability problems and a high level corruption in the Civil service.

Dauda and Falola (2017), have more or else a different view about bureaucracy in Nigeria. They consider it from a democratic perspective. Despite the fact that Nigeria adopted the American presidential system in 1979, bureaucracy- democracy relations have consistently been shrouded with seven fundamental factors that are peculiar to her. These challenges include colonial heritage, the pervasive diarchy of the civil and the military bureaucracies for more than 25years of Nigerian independence, the inherited British Westminster traditional parliamentary dichotomy between politics and administration, the inherent powerful nature of bureaucracy, threat to the country's unity, the challenge of its ethnic pluralist nature, and the double- edged sword of bureaucracy (Dauda & Falola, 2017).

It is in that regard, that Ayeni and Asaju (2021) note, bureaucracies in Nigeria seems to

have fallen short of expectations, despite the resources made available to implement government policies and programs. There seems to be a lacuna between policy formulation and policy implementation by the public bureaucrats.

Be that as it may, public bureaucracy in contemporary times is the major machinery for implementing government policies and programs in Nigeria and it plays a crucial role in ensuring the level and/or quality of job performance vis-a-vis national development.

Job Performance

The concept of Job Performance is of utmost importance to the existence and/or survival of any societal set-up (Makbere, 2019). The terms of condition for the job that is to be done may not overtly rely on motivation, but on the employee, carrying-out the task. Even though motivation is a sine-qua-non to boosting the performance of employee, the organization should as a matter of necessity provide an enabling environment for them to carry-out their responsibilities.

Job performance evaluates whether or not an employee performs a task well (perhaps relatively). It studies academically as part of industrial and organizational behavior, as it also forms a subset of personnel management (Wikipedia, 2022).

Job Performance in Delta State Civil Service

The nature of Job performance in Delta State Civil Service like in Nigeria, is very appalling and far below expectation(s). It is a known fact that, the level of productivity cum performance in organizations have become very low and poor. The major reason for the poor job performance in the Civil Service in the words of Obaseki (2022), is the bureaucratic features in the country.

Bureaucratic bottleneck jeopardizes job performance in the Civil Service. Nearly all the offices one enter for a service, he or she would have to answer unnecessary question (either by writing or orally), and at times wait for God knows when (sometimes, one would have to return the next day or so), before he or she can be attended to.

According to Sokoh (2017), age falsification in the civil service (which has become so rampant), is a function of bureaucratic failure, and it has a negative effect on performance. The Civil service of Delta state is characterized by high level incompetence, corruption, nepotism, embezzlement of funds and what have you.

What kind of job performance do you expect in such environment that is characterized by demotivation, demoralization, high level competition (unhealthy), clique/cartelized, and to make matter worse, bureaucrats now reduce themselves to employing diabolic medium against one another?

Erude et al (2023), suggests that, the civil service needs a complete overhauling in order for things to work well and as expected. Suffice to note at this juncture, job performance is a reaction to bureaucratic organizational justice. Employees put in their best when the managers and/or organization is fair and just.

Theoretical Framework

Alot of theories have been developed in this write-up. Bureaucracy in itself is a theory of its own, however the objective of this study is to succinctly demistify the bureaucratic principles vis-a-vis job performance with the civil service as a yardstick. Therefore, this study shall adopt the Bureaucratic Theory of Max Weber alongside the Two-Factor motivation theory of Frederick Herzberg.

Bureaucratic Theory

The Bureaucratic Theory is related to the structure and administrative process of the organization and is propounded by the German Sociologist, Max Weber (1864-1920), who is regarded the father of bureaucracy.

What can we say is Bureaucracy?

In order to appreciate the importance of Weber's "ideal bureaucracy", it is expedient to see the organization in the eye of social action (Makbere, 2019).

The term bureaucracy refers to the rules and regulations, processes, procedures, precepts, etcetera that are established to lessen the complexities of organizations functioning (Business Jargon, 2022). Weber's bureaucratic theory distinct from the classical managerial organization in its regard; it is impersonal, and the performance of an employee is evaluated vis-a-vis rule-based activity and the promotions are resolved on the premise of merit and performance.

To Weber, the ideal type of bureaucracy is characterized by efficiency, rationality and development. Ideally, the most efficient and rational organization is one that has a clearly defined hierarchy of offices, each having a well defined boundary, each office is filled by persons that are proven and tested to wield the highest professional qualification, and the office generally is operated by a body of rules, procedures and impersonal relationships. For instance, the function of a chairman or CEO who is at the apex of management is different from that of a clerk, marketing assistance or pay-officer (Makbere, 2019). Orders flow from top to bottom.

Also, it is the most qualified (competent) individuals that are recruited to fit in the position(s) needed in order for efficiency and/or effectiveness on the job. For example, it would be an aberration for an engineer to do the work of a doctor.

According to Makbere (2019), Weber's bureaucracy is clearly captured in the manifestation of Power, Dominion and Authority. Weber asserted that organizations employ the rational-legal authority, being legitimate, as a result of the office the director or manager is occupying, and that it can easily command obedience.

Mukoro (2019), "Weber's bureaucracy is the type of administrative system that is structured rationally, impersonally and to official rules, as basis of carrying out imperative control over humans" (p. 252).

Two-Factor Motivation Theory

The two-factor theory is a concept that explains the factors that affect an individual's satisfaction and motivation level. These factors are;

1. Job satisfaction (affective/hygiene)
2. Job dissatisfaction (motivational).

This theory was developed by an American psychologist, Frederick Irving Herzberg in 1968. He believed that these two factors affected workers' performance in various ways (Iyer, 2022).

According to Makbere (2019), for effective Job performance to improve on productivity in organizations; Herzberg suggested the two-factor theory. This theory comprises two stages; the first stage is of the view that, motivation in work is a function of the presence of satisfiers on the job (motivators). It has to do with the recognition, work itself, responsibility, and/or opportunity for advancement. Take for instance, the average human wants to have the feeling (perhaps, assurance) of self belonging, so it is with the employee. It is a normal thing that, every employee would be motivated and (of course) happy to do his or her work if he or she feels recognized, sure of job security and career advancement (Makbere, 2019).

Contrarily, the state of potential dis-satisfiers (hygiene-factors) are policy, supervision, interpersonal relations, job conditions, and/or salary only add very little to job fulfilment, but they do not actually have much effect (positively) on job performance.

Method of the Study

Essentially, research design embraces a plan of how to collect (or elicit) research information, from whom to source them and how to analyze the obtained data. This research design was descriptive in nature. The study employed the qualitative model of data collection. It made use of entailed interviews, focus group discussions and observation (observer-participants). These were complimented by the use of secondary data viz books, newsletter, journals, seminar and workshop papers, newspapers and magazines, as well as publications and related articles, that were meticulously perused. The internet was a very useful source of data to the research.

Okereka (2023), "research method is defined as the procedures and their uses, practices and set of instruments, tools and techniques in generating or eliciting data, as well as, analyzing them in effort to answer research questions or test research hypothesis" (p. 30).

The information obtained in the study with the help of interviews, focus group discussions, and observation, would be analyzed by the use of both historical and content analysis.

Bureaucracy and Job Performance in Delta State Civil Service

The Delta State Civil Service is a prototype of the Nigerian Civil Service Commission. In that regard, it is highly bureaucratic. The population size of the State Civil Service is 48,547, while 7,959 pensioners are beneficiaries of the Pension Scheme (BudgIT, 2022).

Bureaucracy as conceptualized by Grimsley (2022), is a style of administration chosen to govern and/or render service to the people of a society. Bureaucracy, as established earlier, is of great influence on the modus operandi and/or performance level of the commission.

The Civil Service of Delta State is organized in a way that, civil servants can only function in a particular department (and not two at the same time). There is a very high level of specialization. The attendant effect of this, has brought about a centrifugal attitude towards work. Civil servants now see their job as a routine, becoming less interesting. Worse still, it creates a kind idlene cum laziness in the various departments. Except a task directly affects my job and/or role in the service, it is not my business. Infact, there are quite a number of civil servants that, are talented and/or skilled in other areas of human endeavors, but as a result of the high specialization in the scheme, would refuse to get entangled, even in a state of emergency.

Another major characteristic feature of the state civil service is, the bureaucratic bottlenecks. Things are done strictly on protocol. And, it has resulted into a whole lot of problem in the system. The bureaucratic bottlenecks (and/or red tape), unnecessary delay in getting things done and job performance, due to over emphasis on laid down rules and regulations, is a major hindrance to Job performance. The civil service has institutionalized this in all her operation. There is possibly no office that one may get to that, he or she will not be delayed. In order to get a document ready or signed, a week or so, may go for it.

The delay in attending to complaints, cases and what have you, is impeding on job performance in the service. Red tapism which is strict adherence to rules and regulations, is serious issue that calls for urgent attention. Not all cases, complaints, proposals, request or so, needs to pass through all the offices, if things are to be effective and efficient. Civil servants take advantage of this, for personal and/or self aggrandisement. While some see it as a platform to extort from vulnerable and/or gullible Nigerians, who come to the organization for one reason or the other. Others, see it as, a yardstick for laziness.

In an attempt to get a particular document signed, ready for use, I was made to spend more two to three days in a department, coming and going.

Due to the lackluster attitude of civil servants, some of them resume work at their volition. They see their job in the service, as a no man's business, as such can take laws into their hands

getaway with whatever they do.

Some civil servants nonchalant, lackluster and centrifugal disposition to work, is really a big impediment to job performance. Unlike the private sector, where there is a high level of job commitment and/or loyalty; to management and the job, civil servants are carefree and/or apathetic to organization's goals and/or visions.

Take for instance, public school teachers in the state. Some of them resume late and (yet) sign in the agreed time of resumption. As though it is not enough, they leave their duty post, at will, during working hours. It is only normal that, an organization that is characterized by these anomalies, cannot perform so well. Hence, performance level in the civil service is below average, when compared to their private counterparts.

It is that regard, we say that, the nature of job performance in the state civil service, is epileptic.

Conclusion

This study has been able to establish the fact that, there exist a direct relationship between bureaucracy and job performance in the civil service. The nature of job performance, is largely connected to the style of bureaucracy (peculiar) in Delta State Civil Service. Also, the study shows, the major problems of bureaucratic bottlenecks in the civil service, viz delay in the decision making process, epileptic job performance, and etcetera.

It further asserts that, aside bureaucratic bottlenecks, other problems like, managerial recklessness, corruption, nepotism, embezzlement and/or misappropriation of public funds are responsible for the kind of job performance, we have in the state.

However, this study would be a journey in futility, if after highlighting and/or identifying the nature of bureaucracy and job performance in Nigeria viz-a-viz Delta State Civil Service, we conclude without suggesting some practical and realistic recommendations. In that regard, the following recommendations are proposed;

Motivation should not be treated with levity, as it has a whole lot of role to play in job performance.

Again, the issue of bureaucratic bottlenecks, should be stopped (or better still, reduced to the barest minimum).

By and large, for bureaucracy to influence job performance, positively, there is the need for an overhauling. The bottlenecks, that causes unnecessary stampede on decision making, should be limited (if possible, totally eradicated).

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